



# Philippine Skills Framework

Human Capital Development



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## Message from DTI Secretary Ramon M. Lopez

Human capital development is crucial for the competitiveness of any economy. It helps increase and sustain the productivity of industries as we advance towards our goal of becoming an industrialized nation.

With the facilitation of the Philippine Trade Training Center (PTTC), the Philippine Skills Framework (PSF) on Human Capital Development has been developed by the HR industry not only for their own industry, but to benefit other industries as well. It will strengthen the HR development capabilities of stakeholders in addressing the mismatch between education and industry requirements in this era of the Fourth Industrial Revolution, and as we navigate our way to sustaining our economic gains in the aftermath of the COVID-19 pandemic.

The PSF can guide education and training institutions in crafting human resource development curricula that is responsive to the different job roles to support the growth of industries and workers. Moreover, individuals would be able to make better decisions for HR career options. Likewise, this can be a handy reference for businesses in their HR management functions in order to attract and sustain talents that are ready for the 4th IR.

As referenced from the Singapore Skills Framework, contextualized by selected Filipino HR experts, and therefore HR industry-validated, the PSF has skills documents for the following tracks: People analytics and technology, HR Business Partner, Labor Relations, Performance and Rewards, Talent Attraction and Talent Management, Employee Engagement and Experience, and Learning and Organizational Development.

With our dreams for a brighter and prosperous future, we look forward to an environment that will prepare our HR practitioners and managers to be well-equipped for the demands of the industries as a responsive and competent workforce.

*Mabuhay po kayo!*

**Ramon M. Lopez**

*Secretary*

*Department of Trade and Industry*

## Message from Usec. Rafaelita M. Aldaba





## Message from Exec. Dir. Nelly Nita N. Dillera



The Memorandum of Understanding signed between Singapore and the Philippines, Skills Future Singapore and, DTI and TESDA as Singapore and Philippine signatories respectively, on Skills Development cooperation in 2019 has scaled. With the Project Direction Unit assigned to the DTI – Philippine Trade Training Center, we deemed it appropriate to also develop Skills Frameworks on Business Functions that we are mandated to develop and deliver. This is going beyond the sectoral skills framework that we identified to develop when 10 government agencies signed the MOU in 2020.

The Business Functions are cross-sectoral and the Singapore Skills Framework doesn't have all these yet – Business Development, Human Capital Development, Operations Management and Business Management, Financial Management and Accounting, Information Management. But as a Global MSME Academy that we are, mandated to develop the skills frameworks for the said Business Functions, we need to level up our curriculum and modules to help our MSMEs become globally competitive.

The experience of Singapore in the Skills Framework was very helpful in this journey, unpacking from the existing frameworks documents that are useful.

Thus, in 2021, PTTC launched the first-ever cross sectoral skills framework for Business Development with sub-tracks Marketing and Sales and Partnership. This was prioritized because the marketing activities and business processes drastically changed resulting from the restrictions brought about by the pandemic and the need for MSMEs to go digital and use technology.

This time, we are introducing the Human Capital Development and the skills documents that can be used by Filipino Human Resources (HR) practitioners, business owners, educators, students, labor associations and career-driven Filipinos who are captured in this e-book.

This is a very credible reference document that can help in individual career planning, school curricula development and organizational strategic planning. The PSF-HCD allows Filipinos to grow and achieve milestones in their respective careers, thereby contributing to higher productivity in their respective organizations, which in turn, impact Philippine industries. It also facilitates collaboration of PTTC with institutions to co-develop, improve and adopt the PSF, as well as to utilize the PSFs for programs that contribute to the development of our country's greatest capital, the Filipino workforce.

Congratulations to all stakeholders for their commitment and sharing of valuable years of expertise in the development of this PSF for Human Capital Development Version 1.0.

**Nelly Nita N. Dillera**  
*Executive Director*

## Joint Message from Joel Santos, Anderson Tan, and Leah Macatangay

The Philippine Skills Framework for Human Capital Development is only the second cross-sectoral skills framework developed in the country. It is the product of multiple sprint teams composed of representatives from various government agencies, the private sector, several industries, and academe, working together in a pioneering effort to develop a potent tool for skilling, re-skilling, and upskilling.

In the PSF- HCD, we were able to improve and further refine the methodology that we have developed in creating the skills frameworks. From the study and review of the Singapore Skills Framework, we segued to the formation of the different teams to harness specific capabilities. We then embarked on the contextualization phase to transform the Singapore Skills Framework to the Philippine Skills Framework, harnessing the knowledge and know-how of the Contextualizers. The validation stage involved Validators, who are Human Capital/People experts, to verify and ratify the work of the Contextualizers. The integration that followed consolidated all the efforts until the final launch phase.

This cross sectoral skills framework featured the participation of Human Capital or People or Human Resources professionals, who are key figures in the efforts to train, specifically re-skill and upskill the members of the workforce. For enterprises and other organizations, they perform vital roles of planning, training, nurturing and developing the talents of people. The group of Contextualizers paid painstaking attention to the harmonization of the various job roles identified in the tracks, seeing to it that they formed a cohesive progression and alignment. The lively discussions during the Validation Workshops were the result of the numerous questions, suggestions, and comments of the engaged Validators who had a fine eye for detail, aside from their appreciation of the larger picture.

The resulting cross-sectoral PSF for Human Capital Development has a wider reach than industry-specific skills frameworks, since it spans all industries and addresses the main exponent of skilling and training in organizations. All organizations have an HR Department, regardless of the number of people it contains. It is our hope that this PSF for HCD is a catalyst for the greater realization of the value of the skills frameworks and its implementation to develop the country's workforce. Once again, we are humbled and honored to be a part of this endeavor.



**Jaime Noel (Joel) J. Santos**

Thames International Business School



**Anderson Tan**

Accelebator Singapore



**Leah A. Macatangay**

Thames International Business School

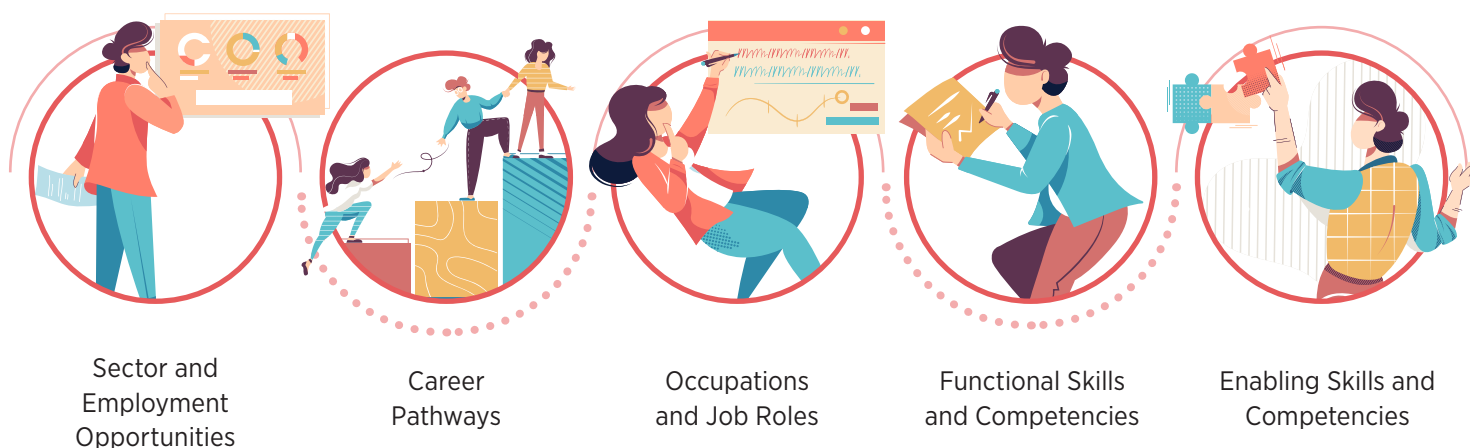
# About the Philippine Skills Framework – Human Capital Development

The Philippine Skills Framework (PSF) Initiative is a Philippine government inter-agency effort to build the skills and competencies of the country's human capital and to better prepare the workforce for the future economy, particularly for Industry 4.0. The PSF Initiative's Memorandum of Understanding (MOU) was signed by ten departments and agencies, namely, the Department of Trade and Industry (DTI), Technical Education and Skills Development Authority (TESDA), Department of Labor and Employment (DOLE), Department of Education (DepEd), Commission on Higher Education (CHED), Professional Regulation Commission (PRC), Department of Information and Communications Technology (DICT), Department of Science and Technology (DOST), Department of Tourism (DOT), and the Department of Agriculture (DA). The PSF Initiative prioritizes the construction, creatives, food (agriculture and fishery), health and wellness, IT-BPM (Information Technology and Business Process Management), logistics and supply chain, manufacturing, and tourism industries.

The Philippine Skills Framework for Human Capital Development (PSF-HCD) is an endeavor developed for the Philippine workforce of all industries to address skills mastery and continuous learning in the cross-sectoral function of Human Capital Development. It is a collaborative development effort initiated and spearheaded by the Philippine Trade Training Center together with the Technical Education and Skills Development Authority, Department of Labor and Employment, the Thames International Business School, and Accelebator SG, and in cooperation with the stakeholders of the Philippine Human Resources field — employers, practitioners, industry associations, particularly the People Management Association of the Philippines (PMAP), education and training providers, and unions.

The seven tracks of the PSF-HCD consist of (1) HR Business Partner, (2) Operations and Technology, (3) Talent Attraction and Management, (4) Labor Relations, (5) Learning and Organization Management, (6) Performance and Rewards, and (7) Employee Engagement and Experience. These verticals were chosen by the Philippine Human Resources Experts, with the Singaporean Resource Persons and Philippine Consultants after thoroughly reviewing the Philippine human capital development function, and comparing it with that of Singapore. It was a judgment call made after a thorough conduct of studies, desk research, and review. The PSF methodology consisted of the referencing of the Singapore Skills Framework, and formation of the various teams. Then the contextualization by Filipino subject matter experts, the contextualizers, was done to adapt it to the Philippine industry scenarios. After, the validators — HR subject matter experts from the various stakeholders of the Philippine industry — practitioners, members of industry associations, government, and academe — worked together to ascertain the validity of the draft PSF-HCD framework to local best practices. After several drafts and the concurrence of the government representatives, consultants, and resource persons, the PSF-HCD Version 1.0 was created, approved, and finally launched on May 6, 2022.

**The Skills Framework for Human Capital Development provides useful information on:**



### Importance of PSF-HCD:

Employers can assess their manpower requirements, adapt or modify the standard guidelines for work performance, key tasks, skills and competencies, for purposes of recruitment and selection, hiring, job rotation, and promotion.

Organizations can create training programs to address skills gaps as well as training for the acquisition and upgrading of skills and competencies. Education and training institutions to educate students and learners about the sector as well as make curricula for the facilitation of learning of required skills and competencies that are more aligned to industry needs.

Individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning. They can assess their career interests; find avenues to close skills gaps; and renew, upgrade, and deepen skills with the quality programs offered by training institutions or academe that are guided by the PSF-HCD.

# The Philippine Skills Framework for Human Capital Development

## A message of support from the People Management of the Philippines (PMAP)

The COVID-19 pandemic has revealed the glaring effects to all affected sectors. One of the impacts brought by the health crisis is the immense unemployment and workforce downsizing from different industries. Employees whose skills were not ready to answer the call for a rapid pivot of the organization were reskilled, upskilled, or worse, got laid-off in order for employers to keep their businesses afloat. This health crisis is a wake-up call for everyone — government, industries, and private sector — to keep an inclusive effort to fast track the development of our Filipino human capital agenda.

As we move towards more advanced automation, digitalization and expanded innovation, more jobs, tasks, and skills are redefined. Skills development is essential not only in moving the country towards industry 4.0, but also in enhancing the quality of life of Filipinos. Imagine a worker whose skills set can answer the demands of the growing market and potential employers. Having a ready set of skills, knowledge, values, degree of independence and qualifications will enable the worker's mobility to be fluid as he or she has displayed a certain level of learning outcomes that is primarily recognized and being sought after by the market.

As part of the validation panel, the People Management Association of the Philippines is honored to be given the opportunity to share our decades long experience in the practice of the Human Resources profession in the crafting of the Philippine Skills Framework for Human Capital Development (PSF-HCD). Now more than ever, we need to uplift the status of the HR professionals and the importance of the role they play in organizations, as gleaned during the COVID-19 pandemic. It therefore becomes imperative to hasten and strategically provide technical assistance to the initiatives undertaken by the national government and other concerned stakeholders through the crafting, approval, and eventual adoption of the PSF-HCD.



# PSF-HCD: The (happy) use!

by Obet Cruz

Organizations are gearing toward maximizing the so-called triple Bottom Line (BL) + 1 (Planet, People, Profit + Purpose). The triple bottom line is a business concept that posits firms should commit to measuring their social and environmental impact—in addition to their financial performance—rather than solely focusing on generating profit, or the standard “bottom line” (Miller, 2020). The fourth bottom line provides a means to measure, value, and assess the addition of culture, spirituality, and faith in reporting. It adds navigation of important goals without compromising core values (Sood and Tulchin, 2014).

Maximization requires a robust way of measurement to ensure organizational excellence and efficiency.



Planet

The first BL, our planet: there are solid attempts to put a playbook for the ways to measure the planet bottom line as 93% of the world’s largest 250 companies and 75% of the top 100 companies in 49 countries report on sustainability (*The Road Ahead. The KPMG Survey of Corporate Responsibility Reporting 2017*). In the Philippines, the SEC issued the Sustainability Reporting Guidelines for Publicly Listed Companies in 2019.



Profit

The third BL, the profit: (don’t look back, I skipped the second BL for a reason). There are countless frameworks from astute businessmen, management gurus, and financial experts on how to measure the profit bottom line. I am pretty sure you are aware of what income statement, balance sheet, and statement of cash flows are.

The fourth BL, the purpose: as the newest dimension in the 3+1 BL, the exact way to measure this bottom line is not yet uniform in expression. Prime movers of organizations will eventually agree on the scope for objective measurement of the purpose BL, which will include culture and/or spirituality.



Purpose

And now, the second BL, our people: I put the second BL as the last one to write about because this is where the use of PSF-HCD falls.

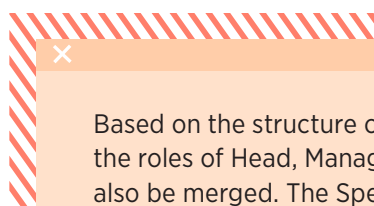
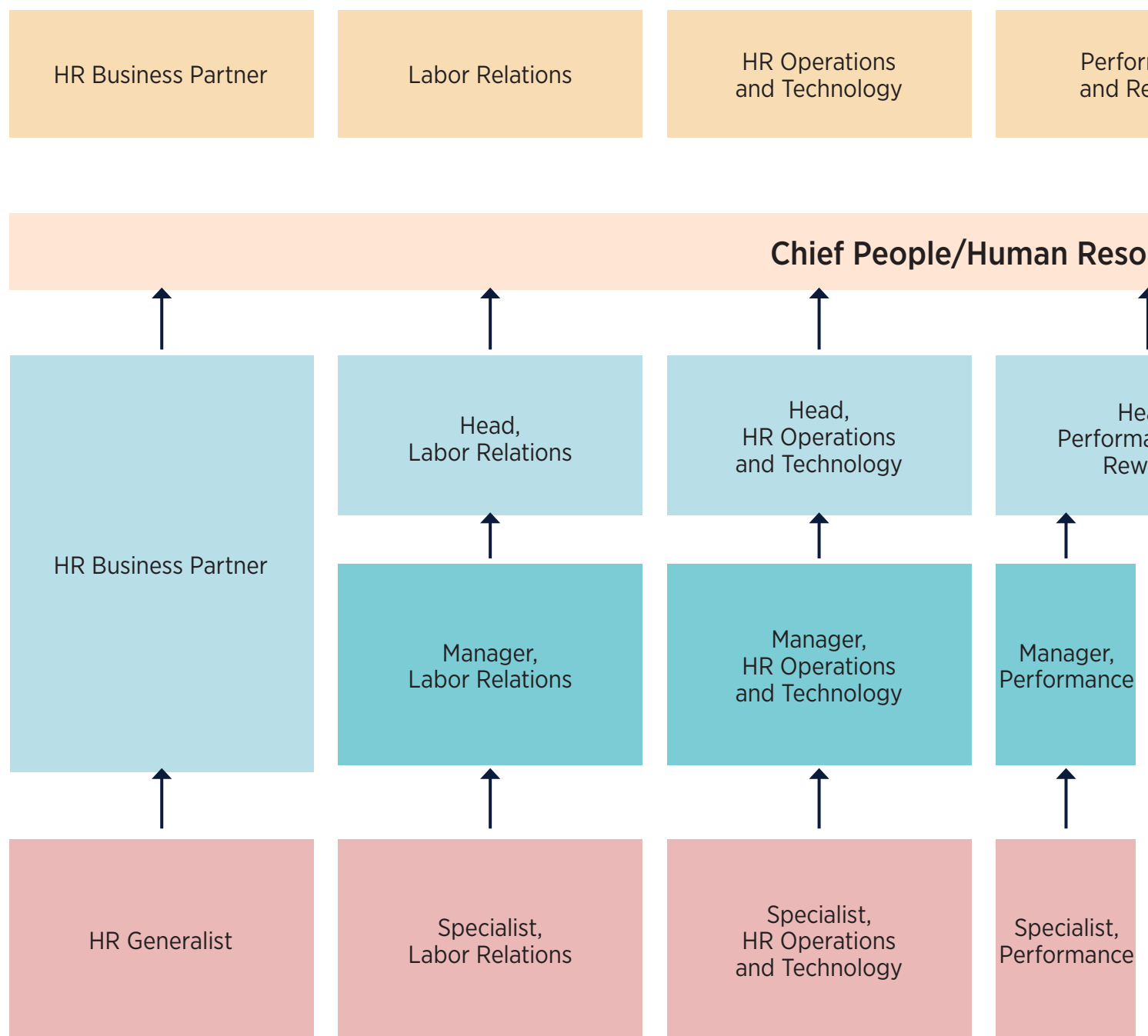
We currently measure the people BL through the numbers we yield in attraction, retention, attrition, and engagement and satisfaction surveys. A new wave of people BL measurement in terms of happiness quotient is slowly becoming popular among organizations and nations as well.



People

Jenn Lim in her 2021 book, *Beyond Happiness*, identified CONTROL, PROGRESS, and CONNECTEDNESS (belonging) as the levers of scientific happiness. Employers (ER) and Employees (EE) look at Human Resources (HR) or Human Capital Development (HCD) or People as a function to provide happiness. The HR role holders are humans, too. They, too, need to be happy. They cannot give what they do not have. The PSF-HCD will provide HR practitioners with the control, progress, and belonging they need to be happy. Through the PSF-HCD, ER can ensure that the people holding the role to ensure the happiness of EE are also happy. We want our people to be happy because happy people bring the (happy) results we need.

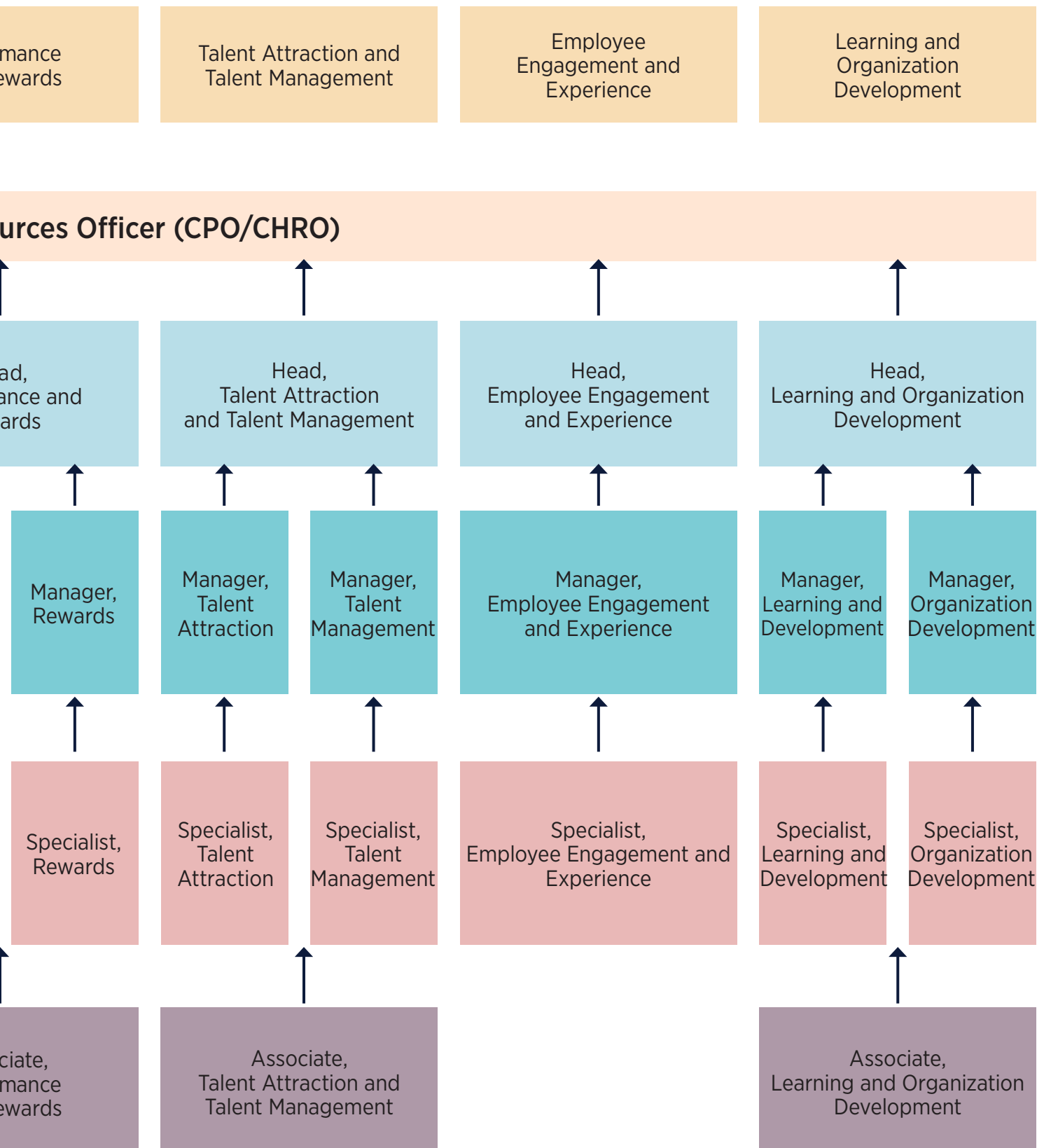
# Human Capital Development Career / Responsibility Map



Based on the structure or nature of the organization, the roles of Head, Manager, and Specialist roles may also be merged. The Specialist role may also be divided into Senior, Junior, in larger organizations.

Associate  
Performance and Rewards





# Chief People / Human Resources Officer

## ✕ Occupation: Chief

The Chief People Officer/Chief Human Resources Officer (CPO/CHRO) sets the overall people strategy and agenda for the organization, formulates strategic goals, and drives organizational growth/ transformation. They are responsible for the effective and efficient running of the people/Human Resources (HR) function. They apply their business and financial knowledge of the organization and advise senior business leaders on HR matters and the relevant impact to the organization. They drive the values and behavior that shape the culture of the organization by championing organizational values and cultivating the desired culture of the organization with other senior business leaders and stakeholders. They have a sound understanding of the external environment impacting the organization and provide strategic foresight and HR insights to offer innovative solutions in solving organizational issues. They co-develop the long-term vision, mission, values, and business strategy. They are responsible for Organization Design, culture, and systems. They resolve the gap between management and people through data strategies and technologies.

The CPO/CHRO adopts a global, forward-thinking perspective, at the forefront of industry practices, and effectively integrates various considerations to arrive at well-rationalized decisions. They are an influential and inspiring leader who effectively builds relationships and engages with various stakeholders within and beyond the organization.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Apply Business and Financial Acumen	Formulate and shape the organization's business strategy and enterprise risk management with senior business leaders and stakeholders by participating in conversations related to business and the people agenda.	<ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>Anti-Age Discrimination in Employment, RA 10911</li> <li>Civil Code, RA 386</li> <li>Data Privacy Act RA 10173</li> <li>Employees' Compensation Program</li> <li>Indigenous Peoples' Rights Act, RA 7877</li> <li>Labor Code of the Philippines</li> <li>Magna Carta for Persons with Disability, RA 7277</li> <li>Magna Carta of Women, RA 9710</li> <li>Mental Health Act, RA 11036</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>Philippine HIV and AIDS Policy, RA 11166</li> <li>Social Security Law, RA 11199</li> <li>Solo Parents' Welfare Act, RA 8972</li> </ul>
		Deliver credible and persuasive presentations to senior business leaders and stakeholders, displaying a deep understanding of the business and industry.	
		Display professional maturity and executive presence in dealing with contentious or sensitive topics during discussions with senior business leaders and stakeholders.	
		Advise senior business leaders and stakeholders on the design of the organization structure to enable business strategy and support the business objectives aligning to the organization's vision, mission and goals.	
		Identify and assess the organization's current and future core capabilities required to deliver against business strategy in a competitive operating environment and changing business landscape and economic conditions.	
		Identify key challenges and root causes by understanding and interpreting business and financial performance metrics from the People perspective	
		Recommend strategic solutions related to workforce performance and their motivators	
		Advise senior business leaders and stakeholders to invest strategically on people-related matters where there is a high impact on current and future workforce performance and on worker welfare	
		Evaluate the impact of People policies and programs on workforce performance taking into consideration the priorities, industry, size, and complexity of the organization as well as risks, costs, and benefits to the organization	
		Lead the talent agenda by overseeing the development and strengthening of the talent bench strength and leadership pipeline in order to build a high performance workforce, meet succession needs, and ensure business continuity and sustainability	
	Steer Organizational Culture and Change	Articulate the alignment and impact of the People strategy, goals and initiatives on workforce, business, and financial performance	
		Articulate the organization's rewards philosophy that includes employee value propositions, non-monetary rewards and performance based monetary rewards to motivate workforce and drive high performance	
	Steer Organizational Culture and Change	Champion organizational values and cultivate desired culture with other senior business leaders and stakeholders	
		Identify strategies for managing and resolving organizational challenges in the areas of ethics, culture, and performance	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Champion organization development or change interventions to develop and increase organizational agility and drive high performance culture in the workplace aligning to organization's strategy and objectives	<ul style="list-style-type: none"> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Provide clarity to the expected conduct and behaviors of all employees by ensuring behaviors are consistent with the values of the organization	
		Promote changes to the existing operating environment that positively impacts working relations and partnerships with internal and external stakeholders	
		Steer large scale organizational change or transformation programs, acting as advisor and change champion	
		Lead People transformation programs in pursuit of an optimized workforce, HR technology and operational excellence in the delivery of People services.	
		Formulate the overall Learning and Development strategy and lifelong learning philosophy through a multi-pronged approach to structured and unstructured learning, coaching, mentoring, and on-the-job training to cultivate a culture of lifelong learning, resilience, and change agility	
		Lead the team in managing complex organizational change and provide insights and guidance to deal with the resulting ambiguity to ensure minimal disruptions to the operations within the organization, and that employees are engaged	
		Recognize the business implications of upholding ethical principles and proper conduct, and cultivate a highly ethical work environment by holding the HR function to the highest standards of ethical and professional conduct	
		Articulate desired key behaviors premised upon organizational values and desired cultural traits to influence employees to embrace the values and desired culture	
		Articulate the impact of changes to employees and change readiness of employees, provide strategic inputs, and provide visible support in all communications initiatives to support change interventions and employee engagement initiatives	
	Deliver Strategic Insights and Foresights	Evaluate the implications of the external environment (political, regulatory, economic, social, technological, legal) on the industry, organization and people, and respond to challenges in an agile manner	
		Provide industry trends and strategic insights across a range of internal business changes and imperatives (dealing with multi-generational workforce, adapting to the changing operating environment, operating effectively across cultures, harnessing innovation, managing digital and technology impact, and transforming HR) to enable senior business leaders and stakeholders to make decisions that help the organization to be future-ready	
		Scan the local, regional, and international business landscape to identify emerging trends and develop long-term strategies, provide insightful perspectives and foresights so as to always take pre-emptive action to capitalize on new opportunities or navigate people-related risk and regulatory complexities.	
		Actively participate in professional associations, present thought leadership and insights, and share knowledge gained with others through various channels	
		Champion the adoption of people analytics (HR metrics and data analytics) as a business intelligence tool that enables sound and informed decision-making around workforce and people management	
		Influence best practices by leveraging lessons learned from HR community and marketplace trends, setting the trend and innovating HR solutions to position the organization as an employer of choice	
		Keep pace with the latest trends and developments in HR concepts, tools, techniques, technology and innovative solutions so as to bring insights to enhance the value of HR to businesses	
		Provide strategic direction for HR function and initiatives based on insights derived from business performance metrics, HR metrics, and external industry benchmark data	
		Integrate global best practices in formulating HR strategies to position the organization as a recognised leader in the industry	
		Champion large-scale employee-related or HR initiatives that set the trend in the industry and enhance the organization's branding and position as an employer of choice in the industry	
	Drive HR Business Partnering	Serve as a trusted advisor to the business leaders by demonstrating business acumen, industry knowledge and forward thinking HR practices in working through business and operational issues and challenges.	
		Define the impact of current marketplace dynamics and current and future industry trends on the organization's HR strategy and initiatives prior to implementation.	
		Provide effective governance and oversight to instill the necessary discipline in policy enforcement and issue resolution.	
		Help leaders and stakeholders in such a manner that both organizations and employees interests are protected.	
		Position the HR function as a business partner with other business leaders by forging closer relationships and working collaboratively with them to add value to business and employee agenda.	
		Oversee the design and delivery of HR strategy and initiatives and ensure alignment of the HR imperatives to the organization's strategic goals and business imperatives.	
		Apply a value-based or principle-based approach to dealing with dilemmas or paradoxes and being the "conscience" of the organization in such situations.	
		Advocate the people agenda in all matters to cultivate a culture where employees in the organization are valued and engaged.	
	Engage and Manage Stakeholders	Engage with members of the board and executive suite level on board-related and organization group-wide issues.	
		Champion people-related initiatives with senior business leaders and stakeholders to promote and enhance employee engagement across the organization.	

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	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Business Acumen	Level 6	Building Inclusivity	Advanced
	Career Framework Design	Level 5	Developing People	Advanced
	Diversity and Inclusion Management	Level 5	Global Perspective	Advanced
	Employee Engagement Management	Level 6	Influence	Advanced
	Employer Branding	Level 6	Transdisciplinary Thinking	Advanced
	Executive Remuneration Management	Level 6	Secondary:	
	Financial Acumen	Level 5	Adaptability	Advanced
	Human Resources Advisory	Level 6	Collaboration	Advanced
	Human Resources Analytics and Insights	Level 5	Communication	Advanced
	Human Resources Digitalization	Level 6	Creative Thinking	Advanced
	Human Resources Policies and Legislation Framework Management	Level 5	Customer Orientation	Advanced
	Human Resources Strategy Formulation	Level 6	Decision Making	Advanced
	Industry Networking	Level 6	Digital Fluency	Advanced
	Labor Relations Management	Level 5	Learning Agility	Advanced
	Learning and Development Strategy	Level 6	Problem Solving	Advanced
	Organizational Change Management	Level 6	Self Management	Advanced
	Organizational Culture Development	Level 6	Sense Making	Advanced
	Organizational Design	Level 6		
	Organizational Diagnosis	Level 6		
	Organizational Strategy Development	Level 6		
	Performance Management	Level 5		
	Stakeholder Engagement and Management	Level 6		
	Strategic Workforce Planning	Level 6		
	Succession Planning	Level 5		
	Total Rewards Philosophy Development	Level 6		
	Secondary:			
	Conduct and Behavior Management	Level 5		
	Contingent Workforce Management	Level 6		
	Data Governance	Level 5		
	Employee Communication Management	Level 4		
	Human Resources Practices Implementation	Level 5		
	Human Resources Service Quality Management	Level 6		
	Leadership Development	Level 6		
	Project Management	Level 6		
	Risk Management	Level 6		
	Skills Framework Adoption	Level 6		
	Talent Management	Level 6		
	Technology Integration	Level 6		
	Workplace Optimization	Level 5		

# Head, HR Business Partner

## ✕ Occupation: Head

The Human Resources (HR) Business Partner provides HR consulting and advisory to the leadership and management team of the organization to develop and direct an HR agenda to enable the organization to achieve desired goals and objectives. They coach and guide business leaders to define, identify, and manage Human Resources requirements and partners with hiring leaders to attract, nurture, and retain talents across the organization. They partner with business leaders to define and communicate performance goals and metrics across the organization. They guide business leaders to identify critical positions across the organization and take a lead role in developing and implementing leadership succession and development plans. They provide guidance, direction, and advise senior leaders and compensation managers on employee rewards and recognition. They promote diverse, equitable, and inclusive culture in the organization. They collaborate with line leaders to co-create plans to effectively execute and manage rationalization programs, which would include but not limited to redundancies and involuntary exit decisions in the organization. In collaboration with business leaders, they design, co-create, and build change management plans and capabilities across the organization.

The HR Business Partner is a multi-disciplinary role that creates, nurtures, and sustains constructive relationships with multiple stakeholders within the organization and is an excellent communicator who presents and positions business needs and its implications on talent, leadership, and organizational requirements strategically to secure the buy-in from various senior stakeholders. They synthesize and effectively integrate multiple, diverse perspectives to arrive at optimal solutions for the organization.

	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
Critical Work Functions and Key Tasks / Required Knowledge	Plan HR and workforce strategy and organization development	Develop and deploy people strategies and plans to support and enable organization's current and future business strategy in collaboration and partnership with business leaders.	<ul style="list-style-type: none"> <li>• Act, RA 7877</li> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Corporate Social Responsibility Bill</li> <li>• Data Privacy Act RA 10173</li> <li>• DO 174 Certification</li> <li>• Employees' Compensation Program</li> <li>• Hazard Pay</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 2013 RA 10606</li> </ul>
		Direct creation of policies and procedures and ensure it supports and fits the business needs of the organization.	
		Advise business leaders on implications of current and future workforce supply and demand.	
		Advise business managers on ways to address manpower shortfalls or surpluses.	
		Secure buy-in from Management to design / redesign organization structure to deliver its vision, mission, strategy, and plans in an effective and efficient manner	
		Engage business leaders to establish business imperatives for organizational development and change management initiatives.	
	Attract Talent	Partner with business leaders to define and develop hiring standards for leadership talent sourcing.	
		Collaborate with business leaders to define business critical positions across the organization and prioritize talent attraction and acquisition initiatives.	
		Promote and embed the principles of equal employment opportunities, specifically in the talent attraction and selection process to business leaders.	
		Collaborate with talent acquisition to identify and build a pool of potential senior candidates to business leaders.	
		Provide direction and advocate employee value proposition to strengthen employer brand and be an employer of choice for target candidates.	
		Design and recommend onboarding strategies to business leaders to enhance retention and conversion of new hires.	
	Develop Talent	Collaborate with business leaders and learning managers to co-create the organization's Learning and Development strategies and build and embed a learning culture to enable achievement of business goals and objectives.	
		Coach business leaders to align with the organization's leadership development program, to help define career goals and aspirations strongly aligned with the business strategy and leadership needs of the organization.	
		Partner with business leaders to identify and develop high-performing and high potential talent aligned with the organization's talent and leadership succession needs.	
		Provide guidance and direction to business leaders in deploying and communicating performance management processes, which include but are not limited to performance goals and objectives, key performance indicators (KPIs), and performance rating system.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Partner with business leaders to identify and develop high-performing talent based on the organization's talent and leadership succession needs.	<ul style="list-style-type: none"> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 6725 – Prohibiting Discrimination Against Women</li> <li>• Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Provide support to business leaders to define and identify business critical positions for succession planning to meet current and future business needs.	
		Partner with business leaders to continually review and assess the viability and relevance of the organization's succession plans.	
		Define and partner with business leaders and line managers to execute the performance management process.	
	Retain Talent	Collaborate with business leaders to co-create fit-for-purpose reward and recognition programs, policies and procedures.	
		Advise senior business leaders on any deviations from organization's compensation management policies	
		Develop and co-create employee engagement programs in collaboration with business leaders and employee experience (EX) managers.	
		Partner with business leaders to champion employee engagement programs.	
		Collaborate with business leaders to co-create and foster a diverse, equitable and inclusive work environment / culture.	
		Collaborate with business leaders in performing career coaching conversations aligned with developing and retaining key talents.	
	Manage employee exits	Guide business leaders to ensure full compliance with labor laws and jurisprudence when planning and executing dealing with voluntary and involuntary employee exits	
		Design and recommend appropriate policies and/or change management processes to business leaders to minimize the impact of involuntary exits such as but not limited to redundancies and/or layoffs, and ensure people affected are treated with dignity and respect.	
		Provide guidance and support to business leaders in implementing and communicating involuntary exit decisions, to include developing outplacement program options to affected employees.	
		Define and promote re-employment policies and procedures of separated employees, including beyond their retirement age with business leaders.	
	Undertake Analytics and Insights	Perform trend analysis by understanding the competitive environment in which the business interacts.	
		Look across a series of data and derive workable insights on implications of business activity on HR policies and practices.	
		Perform market / industry sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as industry, local, and professional competitors.	
		Translate the business strategy to determine its implications on the talent, leadership and organization requirements	
		Design and recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees interests are maintained.	
		Review and develop future-ready People policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.	
		Recommend People policies, practices, or strategies that competitively position the organization as a Great Place to Work and an Employer Of Choice.	
		Assess the extent of in-house people analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.	
		Review employee data handling practices and processes to ensure compliance with the Data Privacy Act and ethical guidelines to ensure the privacy of confidential employee data	
		Develop initiatives that will minimize or mitigate the impact of identified People risk factors	
	Manage Relationships and Communication	Create high impact, consistent and accurate messaging using appropriate tools to drive high employee engagement, aligned with the organization-wide communications strategy.	
		Communicate People and business strategies using clear language that engages others in the view of the future.	
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.	
		Manage resistance, objections, and conflicts during conversations with courage in a firm but respectful and empathetic manner.	
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.	
		Understand organizational and individual challenges, support the senior leaders to define the problem, and identify the root cause of the people-related issues.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
		Establish relationships with senior leaders to build trust and understand their needs.	
	Drive Operational Excellence and the Use of Technology	Continuously evaluate HR function effectiveness in addressing the current and future needs of the business and the people.	
		Recommend a target operating model for HR by analyzing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adopting HR technology solutions.	

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		Lead HR transformation programs, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service, and operational excellence.	
		Recommend a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.	
	Manage team operations and performance	Establish long-term objectives for the HR business partnering function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage budget for the function's activities and allocate to different teams and projects	
		Collaborate with the HR Team to translate business strategy into annual performance goals and departmental objectives.	
		Provide coaching and guidance to direct and/or indirect reports.	
		Decide on workflow improvement solutions and recommendations for the HR business partnering function.	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits.	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Business Acumen	Level 6	Collaboration	Advanced
	Human Resources Advisory	Level 5	Creative Thinking	Advanced
	Human Resources Analytics and Insights	Level 5	Decision Making	Advanced
	Human Resources Strategy Formulation	Level 5	Developing People	Advanced
	Organizational Diagnosis	Level 6	Influence	Advanced
	Diversity and Inclusion Management	Level 4	Secondary:	
	Employee Communication Management	Level 4	Adaptability	Advanced
	Employee Engagement Management	Level 5	Building Inclusivity	Intermediate
	Employee Relationship Management	Level 5	Communication	Advanced
	Employer Branding	Level 4	Customer Orientation	Advanced
	Financial Acumen	Level 4	Digital Fluency	Advanced
	Human Resources Policies and Legislation Framework Management	Level 4	Global Perspective	Advanced
	Organizational Change Management	Level 5	Learning Agility	Advanced
	Organizational Culture Development	Level 5	Problem Solving	Advanced
	Organizational Design	Level 6	Self Management	Advanced
	Organizational Strategy Development	Level 5	Sense Making	Advanced
	Performance Management	Level 5	Transdisciplinary Thinking	Advanced
	Risk Management	Level 5		
	Selection Management	Level 5		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	Level 5		
	Strategic Workforce Planning	Level 6		
	Succession Management	Level 5		
	Total Rewards Philosophy Development	Level 4		
	Secondary:			
	Conduct and Behavior Management	Level 5		
	Employee Mobility Management	Level 4		
	Human Resources Digitalization	Level 4		
	Human Resources Practices Implementation	Level 4		
Human Resources Systems Management	Level 4			
Involuntary Exit Management	Level 4			
Operational Excellence	Level 5			
Project Management	Level 4			
Technology Integration	Level 4			
Voluntary Exit Management	Level 4			

# HR Generalist (Specialist)

## ✕ Occupation: Generalist (Specialist)

The Human Resources (HR) Generalist will be responsible for executing and completing a variety of tasks and responsibilities to support the daily operations of the HR group. These would include but are not limited to recruitment, employee on-boarding and off-boarding, employee engagement, and Learning and Development support.

The Human Resources Generalist provides appropriate support to the HR Business Partner on decisions relating to talent acquisition, engagement, and retention. They support the management of an employee's full life-cycle and act as liaison between employee and management to address issues or concerns regarding company policies, procedures, and practices.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Source for talent	Analyze various sourcing approaches and tools.	In accordance with: <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Civil Services Laws</li> <li>• Data Privacy Act RA 10173</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 1995</li> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 6725 – Prohibiting Discrimination Against Women</li> <li>• Retirement Pay Law (RA 7641)</li> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Social Security Law of 1997</li> </ul>
		Determine and assess implications of organization's current and future Human Resources requirements.	
		Implement various outreach plans for different target talent pools	
		Attend recruitment events to solicit interest from external talent pools	
		Develop hiring collaterals based on organization's Employee Value Proposition (EVP)	
		Manage external stakeholders and vendors involved in the sourcing and attraction of talent	
		Identify opportunities to convert potential employees into new hires	
		Propose improvements to the sourcing processes	
	Recruit candidates	Implement Standard Operating Procedures (SOPs) in selection, assessment and hiring, in accordance to fair employment regulations and practices	
		Propose assessment tools to be used for selection	
		Conduct background search of job applicants to identify any critical issues	
		Shortlist candidates for hiring managers based on assessment results	
	Facilitate on-boarding of new hires	Analyze assessment effectiveness	
		Conduct reference document authenticity checks on the candidates	
		Communicate employment offers to candidates	
		Negotiate terms and conditions of offer to selected candidates within standard operating guidelines	
		Advise on work permits, visa and documentation required for international workforce	
		Develop new hires information packs for new employees	
		Develop content and materials for new hire orientation programs	
		Deliver orientation briefings and programs for new hires	
		Verify access set up for new hires	
		Analyze data and feedback on the quality of onboarding experience	
	Enhance employee engagement and well-being	Develop and administer employee engagement survey tools that cover engagement drivers such as career development, Learning and Development, compensation and benefits, work environment, senior leadership, management, communication, and well-being.	
		Collate responses and analyze employee engagement and well-being data to identify trends and patterns.	
		Support execution of programs and initiatives designed to improve employee engagement	
		Identify work-life blend opportunities among employees that would offer them greater work flexibility	
		Coordinate employee well-being workshops and programs	
		Collate employee feedback and suggestions on organization's wellness initiatives	
		Gather research and data on organization's workplace ergonomics	
	Administer performance management programs	Develop employee communications to inform employees about performance reviews and timelines	
		Gather feedback from employees to evaluate effectiveness of performance management programs	
		Document action plans and assessment results for poor performers	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Support learning programs delivery	Communicate developed learning courses' schedule and objectives to employees	<ul style="list-style-type: none"> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Track the usage of technology in learning programs	
		Liaise with internal and external trainers on resources and logistical arrangements	
		Analyze employee participation rates to complement overall evaluation of learning programs	
		Implement post-learning feedback forms using existing learning systems	
		Analyze evaluation scores and effectiveness of learning programs	
		Facilitate payments to vendors	
		Audit completion of mandated learning courses, and identify lapses for enhancements	
	Administer employee separation	Formulate a checklist of exit formalities	
		Analyze exit interview feedback and provide recommendations	
		Execute re-employment programs for retiring employees	

	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
<b>Skills and Competencies</b>	Data Collection and Preparation	Level 3	Collaboration	Intermediate
	Data Management	Level 3	Communication	Intermediate
	Employee Communication Management	Level 3	Learning Agility	Intermediate
	Employee Engagement Management	Level 3	Problem Solving	Intermediate
	Employee Relationships Management	Level 3	Self Management	Intermediate
	Human Resources Analytics and Insights	Level 3	<b>Secondary:</b>	
	Human Resources Policies and Legislation Framework Management	Level 3	Adaptability	Basic
	Human Resources Practices Implementation	Level 3	Building Inclusivity	Basic
	Human Resources Systems Management	Level 3	Creative Thinking	Basic
	Involuntary Exit Management	Level 3	Customer Orientation	Basic
	Onboarding	Level 3	Decision Making	Intermediate
	Operational Excellence	Level 3	Developing People	Basic
	Organizational Event Management	Level 3	Digital Fluency	Basic
	Project Management	Level 3	Global Perspective	Basic
	Recruitment Channel Management	Level 3	Influence	Basic
	Selection Management	Level 3	Sense Making	Basic
	Stakeholder Engagement and Management	Level 3	Transdisciplinary Thinking	Basic
	<b>Secondary:</b>			
	Business Acumen	Level 3		
	Conduct and Behavior Management	Level 3		
	Digital Marketing and Communication	Level 3		
	Diversity and Inclusion Management	Level 3		
	Health and Wellness Program Management	Level 3		
	Industry Networking	Level 3		
	Job Analysis and Evaluation	Level 3		
	Organizational Change Management	Level 3		
	Skills Framework Adoption	Level 3		
	Technology Integration	Level 3		
	Voluntary Exit Management	Level 3		
	Workplace Optimization	Level 3		

# Head, Labor Relations

## ✕ Occupation: Head

The Head, Labor Relations develops, implements and directs strategies, plans and programs to drive, strengthen and embed harmonious labor and management relations, and establish long-term industrial peace across the organization. They will be responsible for building strategic partnerships with multiple stakeholders both internally (senior management team, line manager, labor unions, and employees) and externally (External Legal Counsels, Department of Labor and Employment, Local Government Units, Philippine National Police, Labor Federations and local Unions, and Community where the organization operates).

As a department head, they are responsible for setting the direction and articulating goals and objectives for the team.

The Head, Labor Relations is an influential and decisive leader who is able to communicate their vision clearly and address issues swiftly and effectively. They inspire and mentor others at the workplace, and are highly skilled in engaging and influencing multiple stakeholders.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Foster Labor Relation	<p>Review and approve labor-management cooperation strategies that are centered around building and sustaining industrial peace and harmony, employee productivity, risk management and compliance aligned with the organization's business strategy and goals.</p> <p>Direct labor relations plans and programs such as but not limited to negotiation of collective bargaining agreements; contract administration and interpretation, employee disciplinary action procedures.</p> <p>Plan and direct preparations for collective bargaining negotiations that includes data gathering and review of industry salary/wage increases, employee benefits practices, and political / non-political provisions in collective agreements, while ensuring full compliance on data security and privacy.</p> <p>Establish and sustain constructive relations and collaborations with local government units and government agencies to drive and ensure full compliance with regulatory requirements.</p> <p>Maintain harmonious relations with local union and/or employee council to sustain the prevailing industrial peace conducive to support the achievement of the organization's vision and mission.</p> <p>Develop and collaborate with the labor union, federations and/or employee representatives on the implementation and sustainable enforcement of company policies and procedures, specifically centering around employee code of conduct.</p> <p>Coach senior leaders to champion and drive employee engagement programs and communications activities.</p> <p>Review the effectiveness of employee engagement programs and communication plans, and recommend areas for improvements based on employee feedback and learning from industry best practices.</p> <p>Engage in key negotiations and foster constructive working relationships with trade unions, employee councils, labor federations, and similar bodies, on a range of labor-related issues to achieve desired and acceptable outcomes for all stakeholders.</p>	<p>In accordance with:</p> <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Cybercrime Prevention Act of 2012 (RA 10175)</li> <li>• Data Privacy Act of 2012 (RA 10173)</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 2013 (RA 10606)</li> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 11313 Safe Spaces Act (Bawal Bastos Law)</li> <li>• RA 6725 - Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> </ul>
	Apply Labor Policies and Legislation	<p>Advise and counsel business leaders and line managers on labor policies, employment laws and legislation and its applications to people management policies and practices with the intent to ensure full compliance.</p> <p>Ensure full compliance in HR policies, processes and practices impacting workplace laws and legislation to ensure controls are in place to prevent regulatory non-compliance.</p>	
	Undertake Analytics and Insights	<p>Perform trend analysis by understanding the competitive environment in which the business interacts.</p> <p>Look across a series of data and anticipate implications of business activity on HR practices.</p> <p>Understand the business strategy and determine its implications on labor management relations.</p> <p>Review and develop future-ready Human Resources policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook, and available support to meet business needs.</p> <p>Recommend HR policies, practices, or strategies that competitively position organizations as an employer of choice.</p>	
	Manage Relationships and Communication	<p>Create high impact, consistent, and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.</p> <p>Communicate People and business strategies using clear language that engages others in the view of the future.</p> <p>Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.</p>	

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Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Relationships and Communication	Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.	<ul style="list-style-type: none"> <li>RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>Social Security Law of 1997</li> <li>Solo Parents' Welfare Act, RA 8972</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws)</li> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.	
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
		Establish relationships with senior leaders to build trust and understand their needs.	
	Manage team operations and performance	Establish long-term objectives for the labor relations function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage budget for the function's activities and allocate to different teams and projects	
		Lead team to translate business strategy into annual performance goals and departmental objectives	
		Provide coaching and advice to junior team members.	
		Approve workflow improvement solutions and recommendations for the labor relations function	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	<b>Primary:</b>		<b>Primary:</b>	
	Business Acumen	Level 5	Collaboration	Advanced
	Conduct and Behavior Management	Level 5	Decision Making	Advanced
	Employee Communication Management	Level 4	Developing People	Advanced
	Financial Acumen	Level 4	Influence	Advanced
	Human Resources Advisory	Level 5	Problem Solving	Advanced
	Human Resources Policies and Legislation Framework Management	Level 5	<b>Secondary:</b>	
	Human Resources Practices Implementation	Level 4	Adaptability	Advanced
	Involuntary Exit Management	Level 5	Building Inclusivity	Advanced
	Labor Relations Management	Level 5	Communication	Advanced
	Organizational Diagnosis	Level 5	Creative Thinking	Advanced
	Risk Management	Level 5	Customer Orientation	Advanced
	Stakeholder Engagement and Management	Level 5	Digital Fluency	Advanced
	<b>Secondary:</b>		Global Perspective	Advanced
	Data Governance	Level 4	Learning Agility	Advanced
	Diversity and Inclusion Management	Level 5	Self Management	Advanced
	Employee Engagement Management	Level 5	Sense Making	Advanced
	Employee Relationship Management	Level 5	Transdisciplinary Thinking	Advanced
	Employer Branding	Level 4		
	Health and Wellness Programme Management	Level 5		
	Human Resources Analytics and Insights	Level 4		
	Human Resources Digitalization	Level 4		
	Human Resources Service Quality Management	Level 4		
	Human Resources Strategy Formulation	Level 5		
	Operational Excellence	Level 5		
	Organizational Change Management	Level 5		
	Organizational Culture Development	Level 5		
	Organizational Strategy Development	Level 5		
	Project Management	Level 4		
	Technology Integration	Level 4		
	Workplace Optimization	Level 4		

The information contained in this document serves as a guide.

# Manager, Labor Relations

## ✕ Occupation: Manager

The Manager, Labor Relations is responsible for the planning and management of labor relations programs to promote, sustain and embed industrial peace across the organization. They will take a lead role in managing labor cases to include representing the organization in labor hearings, providing testimonies, recommendations and insights to the in-house/external legal counsel on labor cases. They will track and monitor the status of all labor cases, and prepare and maintain status reports/case files for all labor cases.

The Manager, Labor Relations will collaborate closely and provide advice, support and workable insights to line managers in the area of employee discipline, grievance machinery, arbitration, conciliation and mediation, and will take the lead in all labor and management councils and/or investigation committees.

The Manager, Labor Relations leads by example and is passionate about analyzing issues, devising new and creative solutions to problems, as well as encouraging innovation within the team. They are diplomatic and highly skilled at engaging with others, thereby promoting a cooperative and harmonious work environment.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Foster Labor Relation	<p>Organize and execute preparations for collective bargaining negotiations that includes data gathering and review of industry salary/wage increases, employee benefits practices, and political / non-political provisions in collective agreements.</p> <p>Promote, build, and sustain harmonious relations with the labor union and/or employee councils, towards industrial peace that better supports the achievement of the organization's vision and mission.</p> <p>Manage and facilitate administrative investigation and due process, and provide advice on all aspects of labor relations to line managers to include employee discipline, grievance machinery, arbitration, conciliation, and mediation.</p> <p>Review case evaluation reports and executive summaries covering all disciplinary actions and labor cases with details on facts of the case and violations with reference to the code of conduct, company policies, labor code, and labor legislation.</p> <p>Develop and collaborate with labor union and employee representatives on the implementation, interpretation, and sustainable enforcement of company policies and procedures, specifically centering around employee code of conduct.</p> <p>Represent the organization in conciliation and mediation meetings, and provide testimonies and representations</p> <p>Review the effectiveness of employee engagement programs and communication plans, and recommend areas for improvements based on employee and labor union feedback and learning from industry best practices.</p> <p>Translate the insights gained from employee engagement tools and recommend corrective or improvement actions.</p> <p>Engage in key negotiations and foster constructive working relationships with labor unions, employee councils, and labor federations on a range of labor-related issues to achieve desired and acceptable outcomes for all stakeholders.</p> <p>Develop effective labor-management cooperation strategies that support, enhance and strengthen the working relationships between all parties, to secure desired level of performance to deliver organizational goals and objectives.</p>	<p>In accordance with:</p> <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Cybercrime Prevention Act of 2012 (RA 10175)</li> <li>• Data Privacy Act of 2012 (RA 10173)</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 2013 (RA 10606)</li> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> </ul>
	Apply Labor Policies and Legislation	<p>Provide guidance and support to line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and conditions of employees in compliance with prevailing labor laws and jurisprudence.</p> <p>Provide advice and counsel business leaders and line managers on labor policies, employment laws and legislation, and its applications to people management policies and practices with the intent to ensure full compliance.</p> <p>Review and initiate appropriate changes in HR policies, processes, and practices impacting workplace laws and legislation to ensure controls are in place to prevent regulatory non-compliance.</p> <p>Ensure code of conduct, and applicable labor laws and jurisprudence are observed and fully complied with in the workplace.</p>	

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	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels / tools for the targeted audience.	<ul style="list-style-type: none"> <li>RA 11313 Safe Spaces Act (Bawal Bastos Law)</li> <li>RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>Social Security Law of 1997</li> <li>Solo Parents' Welfare Act, RA 8972</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws Laws)</li> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Develop communication material / information kits for the HR programs / activities to convey desired messages clearly and effectively to the targeted audience.	
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
	Undertake Analytics and Insights	Outline the business impact and risks in connection with labor relations, including ethical, legal, and regulatory requirements, to support union and employee negotiations.	
		Derive relevant insights from analysis and recommend enhancements to the organization's HR and labor relations practices taking into consideration the business context and operating environment.	

	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Business Acumen	Level 4	Collaboration	Advanced
	Conduct and Behavior Management	Level 4	Communication	Advanced
	Employee Communication Management	Level 4	Decision Making	Advanced
	Employee Relationship Management	Level 4	Developing People	Advanced
	Financial Acumen	Level 3	Influence	Advanced
	Human Resources Policies and Legislation Framework Management	Level 4	Secondary:	
	Human Resources Practices Implementation	Level 3	Adaptability	Advanced
	Involuntary Exit Management	Level 4	Building Inclusivity	Advanced
	Labor Relations Management	Level 4	Creative Thinking	Advanced
	Risk Management	Level 4	Customer Orientation	Advanced
	Stakeholder Engagement and Management	Level 4	Digital Fluency	Intermediate
	Secondary:		Global Perspective	Intermediate
	Diversity and Inclusion	Level 4	Learning Agility	Advanced
	Employee Engagement Management	Level 4	Problem Solving	Advanced
	Employer Branding	Level 4	Self Management	Advanced
	Health and Wellness Program Management	Level 3	Sense Making	Advanced
	Human Resources Advisory	Level 4	Transdisciplinary Thinking	Intermediate
	Human Resources Analytics and Insights	Level 3		
	Human Resources Digitalization	Level 3		
	Human Resources Service Quality Management	Level 4		
	Human Resources Strategy Formulation	Level 4		
	Operational Excellence	Level 4		
	Organizational Change Management	Level 4		
	Organizational Culture Development	Level 4		
	Organizational Diagnosis	Level 4		
	Project Management	Level 4		
	Technology Integration	Level 3		
	Workplace Optimization	Level 4		

# Specialist, Labor Relations

## ✕ Occupation: Specialist

The Specialist, Labor Relations will be responsible for implementing labor relations plans and programs to support the drive to promote, sustain, and embed industrial peace across the organization. They will provide appropriate support and specialized assistance, which would include but not limited to administering employee disciplinary action, labor cases, case file documentation and maintenance, as well as tracking and monitoring status of disciplinary action and labor cases.

The Specialist, Labor Relations will report directly to the Manager, Labor Relations and provide appropriate tactical support in the area of employee disciplinary, grievance machinery administration, coordinating conciliation and mediation hearings and organizing labor and management dialogues.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Labor Relations	Implement preparations for collective bargaining negotiations that include providing specialized support in data gathering and review of industry salary/wage increases, employee benefits practices, and political / non-political provisions in collective agreements.	In accordance with: <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Data Privacy Act RA 10173</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 1995</li> <li>• Occupational Health and Safety</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 6725 - Prohibiting Discrimination Against Women</li> <li>• RA 8187 - Paternity Leave Act of 1996</li> <li>• Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Implement plans and programs to promote, build and sustain harmonious relations with the labor union and/or employee councils.	
		Implement and organize administrative investigation provide specialized support on all aspects of labor relations to include employee discipline, grievance machinery, arbitration, conciliation and mediation.	
		Prepare case evaluation reports covering all disciplinary actions and labor cases with details on facts of the case and violations with reference to the code of conduct, company policies, labor code, and labor legislation.	
		Document and implement appropriate policies and procedures to ensure consistent implementation and interpretation of collective bargaining negotiations.	
		Represent the organization in conciliation and mediation meetings, and provides testimonies and representations.	
		Gather reports and provide insights pertaining to effectiveness of employee engagement programs and communication plans, and recommend areas for improvements based on employee and labor union feedback and learning from industry best practices.	
		Implement actions derived from insights gained from employee engagement tools and implement corrective or improvement actions.	
	Labor Policies and Legislation	Implement programs to foster constructive working relationships with labor unions, employee councils and labor federations to achieve desired and acceptable outcomes for all stakeholders.	
		Implement labor-management cooperation strategies that support, enhance and strengthen the working relationships between all parties.	
		Conduct research and provide insights on prevailing labor policies, employment laws and social legislations to explore and implement effective modes of settling industrial / labor disputes.	
		Provide guidance and support to line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and conditions of employees in compliance with prevailing labor laws and jurisprudence.	
	Relationships and Communication	Provide specialist support and insights regarding labor policies, employment laws and legislation and its applications to people management policies and practices with the intent to ensure full compliance.	
		Recommend changes in HR policies, processes and practices impacting workplace laws and legislation to ensure controls are in place to prevent regulatory and statutory non-compliance.	
		Implement communication material/ information kits for the HR programs/ activities to convey desired messages clearly and effectively to the targeted audience.	
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Develop positive working relationships with people through strong interpersonal skills.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	

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Analytics and Insights	Provide insights on the business impact and risks in connection with labor relations, including ethical, legal and regulatory requirements, to support union and employee negotiations.	
	Recommend relevant insights from analysis and enhancements to the organization's HR and labor relations practices taking into consideration the business context and operating environment.	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Business Acumen	Level 3	Collaboration	Intermediate
	Conduct and Behavior Management	Level 3	Communication	Intermediate
	Employee Communication Management	Level 3	Creative Thinking	Intermediate
	Employee Relationships Management	Level 3	Learning Agility	Intermediate
	Data Collection and Preparation	Level 3	Problem Solving	Intermediate
	Diversity and Inclusion Management	Level 3	Secondary:	
	Human Resources Policies and Legislation Framework Management	Level 3	Adaptability	Basic
	Human Resources Practices Implementation	Level 2	Building Inclusivity	Basic
	Involuntary Exit Management	Level 3	Customer Orientation	Basic
	Labor Relations Management	Level 3	Decision Making	Basic
	Stakeholder Engagement and Management	Level 3	Developing People	Basic
	Secondary:		Digital Fluency	Basic
	Data Management	Level 3	Global Perspective	Basic
	Digital Marketing and Communication	Level 3	Influence	Basic
	Employee Engagement Management	Level 3	Self Management	Intermediate
	Health and Wellness Programme Management	Level 3	Sense Making	Basic
	Human Resources Analytics and Insights	Level 3	Transdisciplinary Thinking	Basic
	Human Resources Systems Management	Level 3		
	Industry Networking	Level 3		
	Job Analysis and Evaluation	Level 3		
	Onboarding	Level 2		
	Operational Excellence	Level 3		
	Organizational Change Management	Level 3		
	Organizational Event Management	Level 3		
	Project Management	Level 3		
	Recruitment Channel Management	Level 3		
	Selection Management	Level 3		
	Skills Framework Adoption	Level 3		
	Workplace Optimization	Level 3		



# Head, HR Operations and Technology

## ✕ Occupation: Head

The Head, HR Operations and Technology formulates and implements an organization-wide Human Resources (HR) operations and technology strategy that strongly aligns with and supports the organization's business strategy. They spearhead the formulation of policies and procedures, and ensure effective and efficient deployment and implementation. They determine the criteria and measures to evaluate effectiveness and efficiencies of HR systems and lead communication of HR systems updates and changes to senior business leaders. They conceptualize new data models and review data-based recommendations to select optimal solutions to address business needs.

The Head, HR Operations and Technology adopts a broad, global perspective and synthesises knowledge from multiple domains to arrive at holistic solutions to optimize the organization's HR processes and systems. They are forward-thinking leaders who exercise sound judgement and defensible logic to influence others and secure their buy-in.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Formulate and implement strategic HR operations and technology initiatives	Formulate and implement organization-wide HR operational policies, procedures and systems initiatives	In accordance with: <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Cybercrime Prevention Act of 2012 (RA 10175)</li> <li>• Data Privacy Act of 2012 (RA 10173)</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 2013 (RA 10606)</li> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 11313 Safe Spaces Act (Bawal Bastos Law)</li> <li>• RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> </ul>
		Assess HR function's capability and readiness in operationalizing strategic HR initiatives to support business strategies.	
		Evaluate emerging technology against HR operations needs and infrastructure capabilities	
		Articulate considerations on the operationalization of initiatives to shape strategic HR direction and programs	
		Evaluate potential operational impact of strategic HR initiatives on relevant HR functions	
		Align technology initiatives to business strategies	
		Drive digitalization and automation initiatives for HR programs and processes	
		Confirm that any new programs introduced are compatible with all on-site, remote, or hybrid work settings .	
	Implement Human Capital Management (HCM) systems	Establish objectives of organization's Human Capital Management Systems.	
		Identify business priorities in using HCM systems	
		Prioritize trends in alignment with organizational context and objectives	
		Set budgets for HCM systems	
		Finalize selection of HCM systems that meets business requirements and budget considerations	
		Review implementation plan to ensure effective and efficient integration with other systems in organization	
		Obtain senior business leaders' buy-in and support for the adoption of HCM systems	
	Undertake Analytics and Insights	Manage the team's knowledge of all HCM systems and technological landscapes, intersections, and connections	
		Ensure that governance measures are in place for any relative changes or updates to company policies and legislation from recruitment to offboarding — that should reflect in existing technologies.	
		Define the people analytics requirements based on an understanding of the competitive environment in which the business operates.	
		Conceptualize new data models and look across a series of data to derive business insights to determine implications of business needs and activities on HR practices.	
		Provide direction and guidance on data trend analysis by understanding the competitive environment in which the business interacts.	
		Provide direction and guidance in performing market sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as industry, local, and professional competitors.	
		Lead decision-making with relevant stakeholders to improve and enhance business and HR performance.	
		Recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are delivered and both business and employees interests are maintained.	
		Review and develop future-ready People policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Assess the extent of in-house people analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.	<ul style="list-style-type: none"> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws Laws)</li> <li>• Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Identify sources and direct data gathering of people metrics and data including HCM systems, employee climate surveys, exit-interviews, labor statistics, competitor practices and other potential sources.	
		Review employee data handling practices and processes to ensure compliance with the Data Privacy Act and ethical guidelines to ensure the privacy of confidential employee data	
		Ensure that proper due diligence and standard operating protocols are in place when collecting and processing data for its intended purpose while maintaining the confidentiality of personal information.	
	Evaluate effectiveness of HR processes and systems	Determine criteria and measures to evaluate effectiveness of HR processes and systems	
		Identify compliance requirements for the HCM systems	
		Evaluate impact of changes in HR processes and systems on other business processes	
		Approve changes to the HR processes, systems and corresponding HR policies	
		Lead communication of HR process changes and system updates to senior business leaders and line managers.	
		Determine renewal or termination of current vendors based on an evaluation of HCM systems' performance and effectiveness	
		Collaborates with HR Audit to validate the control framework's effectiveness in producing reliable data, including evaluating performance and compliance of HCM technology vendors, consistent with agreed parameters and service level agreement.	
	Manage Relationships and Communication	Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.	
		Communicate People and business strategies using clear language that engages others in the view of the future.	
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.	
		Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.	
		Employ negotiation and conflict resolution and management skills to help different parties achieve their desired outcomes.	
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
		Establish relationships with senior leaders to build trust and understand their needs.	
	Drive Operational Excellence and the Use of Technology	Conduct a diagnosis of HR function efficiency and effectiveness in addressing the current and future needs of the business and the people.	
		Design a target operating model for HR by analyzing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adopting HR technology solutions.	
		Lead HR transformation programs, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service and operational excellence.	
		Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.	
		Launch an effective platform to help employees improve their skill sets considering remote and hybrid work arrangements.	
	Apply Labor Policies and Legislation	Provide advice and counsel business leaders and line managers on labor policies, employment laws and legislation and its applications to people management policies and practices with the intent to ensure full compliance.	
		Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches.	
	Manage team operations and performance	Establish long-term objectives and service standards for the HR operations and technology function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage budget for the function's activities and allocate to different teams and projects	
		Lead team to translate business strategy into service level agreements, performance goals and departmental objectives	
		Provide coaching and advice to junior team members.	
		Approve workflow improvement solutions and recommendations for the operations and technology function	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Business Acumen	Level 5	Collaboration	Advanced
	Data Governance	Level 5	Communication	Advanced
	Data Management	Level 4	Developing People	Advanced
	Financial Acumen	Level 4	Digital Fluency	Advanced
	Human Resources Advisory	Level 5	Global Perspective	Advanced
	Human Resources Analytics and Insights	Level 5	Secondary:	
	Human Resources Digitalization	Level 6	Adaptability	Advanced
	Human Resources Policies and Legislation Framework Management	Level 5	Building Inclusivity	Intermediate
	Human Resources Practices Implementation	Level 5	Customer Orientation	Advanced
	Human Resources Service Quality Management	Level 5	Decision Making	Advanced
	Human Resources Strategy	Level 5	Influence	Advanced
	Human Resources Systems Management	Level 5	Learning Agility	Advanced
	Organizational Change Management	Level 5	Problem Solving	Advanced
	Operational Excellence	Level 5	Self Management	Advanced
	Organizational Diagnosis	Level 5	Sense Making	Advanced
	Organizational Strategy Development	Level 5	Transdisciplinary Thinking	Advanced
	Risk Management	Level 5		
	Stakeholder Engagement and Management	Level 5		
	Technology Integration	Level 6		
	Secondary:			
	Data Collection and Preparation	Level 4		
	Diversity and Inclusion Management	Level 4		
	Employee Communication Management	Level 4		
	Involuntary Exit Management	Level 5		
	Organizational Culture Development	Level 4		
	Organizational Design	Level 5		
Project Management	Level 6			
Skills Framework Adoption	Level 5			
Voluntary Exit Management	Level 5			



The information contained in this document serves as a guide.



# Manager, HR Operations and Technology

## ✕ Occupation: Manager

The Manager, HR Operations and Technology is responsible for implementing and maintaining processes and systems that support strategic HR initiatives for the various HR functions. They evaluate the efficiencies and effectiveness of HR processes and systems and liaise with various departments to understand their data reporting and analysis requirements. They set objectives for data analysis and improve analytical models where necessary.

The Manager, HR Operations and Technology adopts an analytical and methodical approach to addressing issues. They are astute in managing resources, leveraging on people capabilities and technologies to improve HR processes and systems. They are at ease working with technical systems and data, and are able to derive and communicate insights in a compelling manner.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Implement strategic HR initiatives	Monitor HR function's capability and readiness levels for incorporating strategic HR initiatives within their function	In accordance with: <ul style="list-style-type: none"> <li>• Act, RA 7877</li> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Corporate Social Responsibility Bill</li> <li>• Data Privacy Act RA 10173</li> <li>• DO 174 Certification</li> <li>• Employees' Compensation Program</li> <li>• Hazard Pay</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws Laws)</li> </ul>
		Determine HR operations needs and infrastructure capabilities	
		Introduce processes and systems that support HR operations' needs	
		Lead operations team in the implementation of strategic HR initiatives	
		Train HR operations team and line managers on changes in technology, systems and processes	
	Implement Human Capital Management systems	Propose initiatives compatible with all on-site, remote, or hybrid work settings.	
		Identify the operational needs for HCM systems in support of business strategies.	
		Synthesize organizational requirements and budget constraints to decide whether HCM systems should be built or bought	
		Prepare and present business case for new system implementation or system enhancements to senior management to obtain budget	
		Manage Request for Proposal (RFP) process for HCM systems	
		Evaluate available HCM systems and vendors to recommend a suitable option	
		Determine system functionalities and customizations to be incorporated in HCM systems	
		Design implementation plan for HCM systems	
		Lead implementation and roll-out of HCM systems	
		Understands data flows in the system and its relationship with other technology programs used in the organization.	
	Evaluate effectiveness of HR processes and systems	Implement specific control process steps for any relative changes or updates to company policies and legislation from recruitment to offboarding - that should reflect in current technologies.	
		Design feedback mechanisms to gather inputs on efficiency and effectiveness of HR processes from lines of business	
		Evaluate efficiency and effectiveness of HR systems and processes against requirements, objectives and user needs	
		Monitor compliance of HCM systems with data and regulatory requirements	
		Recommend improvement opportunities to HR processes and corresponding HR policies	
		Implement improvements to HR processes and systems	
		Manage changes made to HR processes and systems with stakeholders	
	Undertake Analytics and Insights	Work with assurance team members in provisioning data samples and process walkthroughs to confirm data reliability.	
		Set objectives for people analytics by collaborating with multiple stakeholders to understand data reporting and people analytics requirements.	
		Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.	
		Resolve data availability and data quality and integrity challenges with data cleansing techniques.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Analyze financial and people data by fine-tuning data modelling, employing data mining, predictive analytics, and benchmarking tools and techniques to create insights and foresights to guide decision making.	<ul style="list-style-type: none"> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Analyze data and statistics for trends and patterns with attention to talent acquisition, hiring practices, employee motivation, employee turnover, and compliances with employment laws and regulations.	
		Correlate financial and HR data to design HR metrics, identify causal relationships, analyse trends, develop forecasts and projections, and draw insights and foresights for decision making, including identifying future potential risks and opportunities.	
		Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.	
		Prepare action plan to implement decisions for enhancing business and HR performance	
		Keep abreast of local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.	
		Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.	
		Develop and present recommendations using visualization tools to guide business and HR decisions and solutions	
		Ensure confidentiality of personal information is in place when collecting and processing data for business purposes.	
	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.	
		Develop communication material/ information kits for the HR programs/ activities to convey desired messages clearly and effectively to the targeted audience.	
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Develop positive working relationships with people through strong interpersonal skills.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
	Drive Operational Excellence and the Use of Technology	Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
		Review the range of HR services against their corresponding HR service delivery channels critically to identify opportunities for continuous improvement of service quality or cost reduction.	
		Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies.	
		Lead implementation of HR transformation programs to improve the effectiveness of HR service delivery and cost efficiency for the organization.	
		Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.	
	Apply Labor Policies and Legislation	Define effective Learning and Development platforms to help employees upgrade their skill sets considering various work arrangements (on-site, remote, hybrid).	
		Research and apply prevailing labour policies and practices, employment laws and regulations.	
		Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.	
	Manage team operations and performance	Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.	
		Translate the long-term objectives for the operations and technology function into tactical plans	
		Manage team resources to ensure adequate staffing and capability levels	
		Monitor the function's financial inflow and outflow against allocated budgets and forecasts	
		Monitor team's service levels and standards against goals and individual objectives, periodically reviewing and assessing performance of direct reports	
		Provide coaching and advice to team members.	
		Assess feasibility of proposals to improve internal workflows	
		Justify the resources required to support changes in resources, procedures, systems, or technology within the function	
		Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Business Acumen	Level 4	Collaboration	Advanced
	Data Governance	Level 4	Creative Thinking	Advanced
	Data Management	Level 4	Customer Orientation	Advanced
	Financial Acumen	Level 4	Decision Making	Advanced
	Human Resources Advisory	Level 4	Digital Fluency	Advanced
	Human Resources Analytics and Insights	Level 4	Secondary:	
	Human Resources Digitalization	Level 5	Adaptability	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 4	Building Inclusivity	Intermediate
	Human Resources Practices Implementation	Level 4	Communication	Advanced
	Human Resources Service Quality Management	Level 4	Developing People	Advanced
	Human Resources Strategy Formulation	Level 4	Global Perspective	Intermediate
	Human Resources Systems Management	Level 4	Influence	Advanced
	Operational Excellence	Level 4	Learning Agility	Advanced
	Organizational Change Management	Level 4	Problem Solving	Advanced
	Organizational Diagnosis	Level 5	Self Management	Advanced
	Project Management	Level 4	Sense Making	Advanced
	Risk Management	Level 4	Transdisciplinary Thinking	Intermediate
	Stakeholder Engagement and Management	Level 4		
	Technology Integration	Level 4		
	Secondary:			
	Data Collection and Preparation	Level 4		
	Diversity and Inclusion Management	Level 3		
	Involuntary Exit Management	Level 4		
	Organizational Culture Development	Level 4		
	Skills Framework Adoption	Level 4		
	Voluntary Exit Management	Level 4		



# Specialist, HR Operations and Technology

## ✕ Occupation: Specialist

The Specialist, HR Operations and Technology is responsible for implementing processes and systems that support strategic HR initiatives for the various HR functions. They ensure the efficiencies and effectiveness of HR processes and systems and collaborate with various departments to understand data reporting and analysis requirements. They execute data analysis and recommend improvements in analytical models where necessary.

The Specialist, HR Operations and Technology implements analytical and methodical approach to addressing issues. They leverage on people capabilities and technologies to improve HR processes and systems. They are at ease working with technical systems and people data, and are able to derive and recommend workable insights in a clear manner.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Implement strategic HR initiatives	Monitor HR function's capability and readiness levels for incorporating strategic HR initiatives within their function	In accordance with: <ul style="list-style-type: none"> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Cybercrime Prevention Act of 2012 (RA 10175)</li> <li>• Data Privacy Act of 2012 (RA 10173)</li> <li>• Employees' Compensation Program</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights Act, RA 7877</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322)</li> <li>• Mental Health Act, RA 11036</li> <li>• Minimum Wage (National Wages and Productivity Commission)</li> <li>• National Health Insurance Act of 2013 (RA 10606)</li> <li>• Paternity Leave Act of 1996</li> <li>• Philippine HIV and AIDS Policy, RA 11166</li> <li>• RA 11313 Safe Spaces Act (Bawal Bastos Law)</li> <li>• RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> <li>• Solo Parents' Welfare Act, RA 8972</li> <li>• Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws Laws)</li> </ul>
		Recommend HR operations needs and infrastructure capabilities	
		Recommend processes and systems that support HR operations' needs	
		Collaborate with HR Team Members in the implementation of strategic HR initiatives	
		Adopt and implement changes on changes in technology, systems and processes	
		Work on people initiatives covering all arrangements involving on-site, remote, or hybrid work settings.	
	Implement Human Capital Management Systems	Recommend operational needs for HCM systems in support of business strategies.	
		Provide information and insights on organization requirements to decide whether HCM systems should be built or bought	
		Recommend and provide information to support preparation of a business case for new system implementation or system enhancements to senior management to obtain budget	
		Facilitate Request for Proposal (RFP) process for HCM systems	
		Provide information, data and feedback on available HCM systems and vendors to recommend a suitable option	
		Recommend system functionalities and customizations to be incorporated in HCM systems	
		Implement plan for HCM systems deployment.	
		Ensure any updates on data are aligned and reflected in all HCM systems used in the organization.	
	Evaluate effectiveness of HR processes and systems	Directly observe control process steps for any relative changes or updates to company policies and legislation from staff onboarding to exit.	
		Collect and organize feedback on efficiency and effectiveness of HR processes from lines of business	
		Contribute to evaluate efficiency and effectiveness of HR systems and processes against requirements, objectives and user needs	
		Ensure full compliance of HCM systems with data and regulatory requirements	
		Recommend improvement opportunities to HR processes and corresponding HR policies	
		Implement improvements to HR processes and systems	
		Implement change management process to effectively implement new HR processes and systems with stakeholders	
	Facilitate onboarding of new hires	Work closely with assurance team members in provisioning data samples and doing process walkthroughs to confirm data reliability.	
		Execute new hires information packs for new employees	
		Recommend content and materials for new hire orientation programs	
		Implement orientation briefings and programs for new hires	
		Recommend and facilitate access set up for new hires	
	Administer employee compensation	Gather and analyze data and feedback on the quality of on-boarding experience	
		Prepare generated payroll reports	
		Prepare employer contributions reports	
		Implement employee compensation reimbursement plans	
		Prepare annual salaries report and income tax declaration forms (in other companies, tax related for employees are in accounting)	
		Prepare and develop frequently asked questions and responses on benefits	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Administer employee benefits	Implement verified claims covered under organization's benefit schemes	<ul style="list-style-type: none"> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Work with organization's vendors and partners on benefits and claims processing and administration.	
		Review and facilitate benefits claims against entitlements to ensure accurate disbursements	
		Analyze utilization rate of employee benefits and programs	
		Develop and prepare frequently asked questions and responses on benefits	
	Administer separation	Implement exit interviews based on a standard checklist.	
		Analyze exit interview feedback and provide recommendations	
		Implement re-employment program and policies for retiring employees	
	Undertake Analytics and Insights	Collaborate with various departments to understand data reporting and people analytics requirements.	
		Ensure full compliance on data governance and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.	
		Ensure data availability and data quality are maintained and needed data cleansing techniques are implemented.	
		Implement data analysis on financial and people data by implementing analytics models designed, employing standard data mining, modelling, predictive analytics, and benchmarking tools and techniques to create insights and foresights.	
		Analyze data and statistics for trends and patterns with attention to talent acquisition, hiring practices, employee motivation, employee turnover, and compliances with employment laws and regulations.	
		Gather and collect financial and HR data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision making, including identifying future risks and opportunities.	
		Observe data security measures when collecting and processing data for business purposes.	
		Prepare needed data and information to create insightful presentations using dashboards or data visualization tools.	
		Present recommendations using visualization tools to guide business and HR decisions and solutions.	
		Implement business solutions and/or changes in HR policies and practices to enhance business and HR performance based on insights derived from the analysis of available data and HR metrics.	
	Manage Relationships and Communication	Execute communication activities using the appropriate channels/ tools for the targeted audience.	
		Adopt and make use of communication material/ information kits for HR programs and activities to convey desired messages clearly and effectively to the targeted audience.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Develop positive working relationships with people through strong interpersonal skills.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
	Drive Operational Excellence and the Use of Technology	Recommend improvements on HR services against their corresponding HR service delivery channels critically to identify opportunities for continuous improvement of service quality or costs reduction.	
		Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies.	
		Support implementation of HR transformation programs to improve the effectiveness of HR service delivery and cost efficiency for the organization.	
		Perform effective Learning and Development methodologies to upgrade employee skills considering various work settings (on-site, remote, hybrid).	
		Adopt and implement a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.	
	Apply Labor Policies and Legislation	Research and recommend changes in HR policies based on prevailing labour policies and practices, employment laws and regulations.	
		Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.	
		Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Business Acumen	Level 3	Communication	Intermediate
	Data Collection and Preparation	Level 3	Creative Thinking	Intermediate
	Data Management	Level 2	Digital Fluency	Intermediate
	Financial Acumen	Level 3	Learning Agility	Intermediate
	Human Resources Analytics and Insights	Level 3	Problem Solving	Intermediate
	Human Resources Digitalization	Level 4	Secondary:	
	Human Resources Practices Implementation	Level 3	Adaptability	Intermediate
	Human Resources Service Quality Management	Level 4	Building Inclusivity	Intermediate
	Human Resources Systems Management	Level 3	Collaboration	Intermediate
	Operational Excellence	Level 3	Customer Orientation	Intermediate
	Project Management	Level 3	Decision Making	Intermediate
	Risk Management	Level 3	Developing People	Basic
	Stakeholder Engagement and Management	Level 3	Global Perspective	Basic
	Technology Integration	Level 3	Influence	Intermediate
	Secondary:		Self Management	Advanced
	Diversity and Inclusion Management	Level 3	Sense Making	Intermediate
	Human Resources Advisory	Level 4	Transdisciplinary Thinking	Basic
	Human Resources Policies and Legislation Framework Management	Level 3		
	Human Resources Strategy Formulation	Level 4		
	Involuntary Exit Management	Level 3		
	Organizational Change Management	Level 3		
	Organizational Diagnosis	Level 4		
	Skills Framework Adoption	Level 3		
	Voluntary Exit Management	Level 3		





# Head, Performance and Rewards

## ✕ Occupation: Head

The Head, Performance and Rewards designs organization-wide performance management strategies and total rewards philosophy for the organization to attract, engage, and retain talent. They establish performance review cycles and co-develop with Senior Leaders (SLs) key performance indicators (KPIs) for the business units. They formulate compensation and benefits policies and maintain alignment with the organization's strategic direction and Employee Value Proposition (EVP), thereby ensuring internal equity of compensation systems. In addition, they are responsible for managing team operations and performance, and integrating Philippine Skill Frameworks into performance management frameworks and total rewards philosophy of the organization.

The Head, Performance and Rewards adopts a broad perspective and is able to clearly articulate a vision and strategy anchored on robust and defensible logic. They proactively guide others, and are able to communicate complex concepts in a simple manner to others.

They coordinate with the Management team and Board, Chief HR Officer, HR leadership team, team members, employees and other business units within the enterprise for HR policies regarding performance, rewards and compensation. They Network with external benchmarking entities and HR associations and business groups.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Performance	Formulate with business leaders business strategy and organizational key performance indicators that are aligned to business strategy and objectives for senior leaders.	In accordance with: <ul style="list-style-type: none"> <li>• Act, RA 7877</li> <li>• Anti-Age Discrimination in Employment, RA 10911</li> <li>• Anti-Sexual Harassment Act of 1995</li> <li>• Corporate Social Responsibility Bill</li> <li>• Data Privacy Act RA 10173</li> <li>• DO 174 Certification</li> <li>• Employees' Compensation Program</li> <li>• Hazard Pay</li> <li>• Home Development Mutual Fund Law of 2009</li> <li>• Indigenous Peoples' Rights</li> <li>• Labor Code of the Philippines</li> <li>• Magna Carta for Disabled Persons (RA 7277)</li> <li>• Magna Carta for Persons with Disability, RA 7277</li> <li>• Magna Carta of Women, RA 9710</li> <li>• Maternity Benefits (RA 7322) RA 6725 – Prohibiting Discrimination Against Women Retirement Pay Law (RA 7641)</li> <li>• Social Security Law of 1997</li> <li>• Solo Parents' Welfare Act, RA 8972</li> </ul>
		Support senior leaders to communicate key performance indicators to their staff, develop performance goals that are aligned to business current and future needs, the process through which these will be assessed and the performance evaluation ratings to their individual staff professionally on a one-to-one basis.	
		Provide communications support to senior leaders in communicating organization-wide performance and changes (if any) to organization's overall rewards philosophy, considering global, national and regional practices and environments.	
		Assess the proper implementation of procedures and guidelines and the attainment of commitment targets, relative to validation /development /revision of enhancement of performance measures and standards and the enhancement of performance evaluation programs/ projects.	
		Consult and work with Labor Relations or Labor Relations specialists to resolve any grievances related to performance evaluation outcomes raised by senior leaders or stakeholders.	
	Manage Compensation	Adapt organization's compensation management policies and practices to organization needs.	
		Rewrite compensation management policy and strategy into salary grid, grade structures, and compensation programs that would incentivize workforce based on the role expectations.	
		Provide consultative support and deliberate decisions with senior stakeholders for cases where the compensation management deviates from policies and processes.	
		Recommend changes to the total rewards structure to leadership based on collected data and information.	
	Manage Benefits	Formulate benefits package that meets employee profiles and organization's budget and which is aligned to organization's employer brand and employee value proposition.	
		Evaluate the impact and relevance of the benefits, including health and wellness programs.	
		Validate stakeholders' commitment and support of benefits policy, including health and wellness programs, to assure longer term success and sustainability of such programs.	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	Advocate DEIB in all employee engagement and lifecycle strategies to raise awareness and foster an inclusive employment culture (considering gender and gender preferences, race, community, economic status, disability, and the like.)	
		Identify opportunities to raise the corporate branding and profile around DEIB through communications with internal and external stakeholders.	
		Champion and support People policies and activities with a global mindset, being aware of local and global cultural sensitivities and needs.	
	Undertake Analytics and Insights	Perform trend analysis by understanding the competitive environment in which the business interacts.	
		Look across a series of data and anticipate implications of business activity on HR practices.	
		Perform market sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as industry, local, and professional competitors.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Translate the business strategy to determine its implications on the workforce	<ul style="list-style-type: none"> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws Laws)</li> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees interests are maintained.	
		Evaluate and decide future-ready Human Resources policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.	
		Recommend People policies, practices, or strategies that competitively position the organization as a Great Place to Work and an Employer Of Choice.	
		Assess the extent of in-house HR analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.	
		Review employee data handling practices and processes to ensure compliance with the Data Privacy Act and ethical guidelines to ensure the privacy of confidential employee data	
	Manage Relationships and Communication	Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.	
		Communicate People and business strategies using clear language that engages others in the view of the future.	
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.	
		Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.	
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.	
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
		Establish relationships with senior leaders to build trust and understand their needs.	
	Drive Operational Excellence and the Use of Technology	Conduct a diagnosis of HR function effectiveness in addressing the current and future needs of the business and the people.	
		Design a target operating model for HR by analyzing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adopting HR technology solutions.	
		Lead HR transformation programs, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service and operational excellence.	
		Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.	
	Apply Labor Policies and Legislation	Provide advice and counsel business leaders and line managers on labor policies, employment laws and legislation and its applications to people management policies and practices with the intent to ensure full compliance	
		Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches.	
	Integrate the use of the Skills Framework across the Learning and Organizational development plans and programs	Design performance management strategy with reference to Skills Framework guidelines	
		Secure acceptance from stakeholders on integration of the Skills Framework in areas of performance management systems and programs	
		Drive adoption of the Skills Framework in performance management	
		Design total rewards philosophy with reference to Sector wage information	
	Manage team operations and performance	Establish long-term objectives for the Performance and Rewards function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage budget for the function's activities and allocate to different teams and projects	
		Lead team to translate business strategy into annual performance goals and departmental objectives	
		Provide coaching and guidance to subordinates	
		Approve workflow improvement solutions and recommendations for the performance and rewards function	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Benefits Management	Level 5	Communication	Advanced
	Compensation Management	Level 5	Decision Making	Advanced
	Data Governance	Level 5	Digital Literacy	Advanced
	Data Management	Level 4	Global Mindset	Advanced
	Diversity and Inclusion Management	Level 4	Interpersonal Skills	Advanced
	Employee Communication Management	Level 4	Leadership	Advanced
	Executive Remuneration Management	Level 5	Problem Solving	Advanced
	Financial Acumen	Level 5	Teamwork	Advanced
	Human Resources Analytics and Insights	Level 5	Secondary:	
	Human Resources Policies and Legislation Framework Management	Level 5	Computational Thinking	Advanced
	Human Resources Practices Implementation	Level 4	Developing People	Advanced
	Human Resources Strategy Formulation	Level 5	Service Orientation	Advanced
	Human Resources Systems Management	Level 5	Sense Making	Advanced
	Performance Management	Level 5		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 5		
	Strategic Workforce Planning	Level 5		
	Technology Integration	Level 5		
	Total Rewards Philosophy Development	Level 5		
	Secondary:			
	Business Acumen	Level 5		
	Employee Mobility Management	Level 5		
	Health and Wellness Program Management	Level 5		
	Human Resources Advisory	Level 5		
	Human Resources Digitalization	Level 5		
	Human Resources Service Quality Management	Level 5		
Job Analysis and Evaluation	Level 4			
Organizational Change Management	Level 5			
Organizational Culture Development	Level 4			
Organizational Diagnosis	Level 5			
Organizational Strategy Development	Level 5			
Operational Excellence	Level 5			
Project Management	Level 5			
Stakeholder Engagement and Management	Level 4			



# Manager, Performance

## × Occupation: Manager

The Manager, Performance develops performance management policies, frameworks and compensation structures within the organization's financial budget. They provide support and guidance to line managers in establishing performance indicators, conducting performance reviews and communicating evaluation ratings to their team. They are responsible for managing team operations and performance, and integrating Skill Frameworks into performance management systems within the organization.

The Manager, Performance works with data and leveraging them to analyze, investigate and solve complex problems. They ground decisions in sound reasoning and are able to communicate and justify rationales to others in a diplomatic and engaging manner.

They coordinate with the HR leadership team, team members, employees and other business units within the enterprise for HR policies regarding performance and compensation. They network with external benchmarking entities and HR associations and business groups.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Performance	<p>Develop and implement a performance management framework, ensuring policies, procedures and processes are robust and objective.</p> <p>Provide support to middle and senior managers to cascade and communicate their key performance indicators to their team members and develop performance goals that are aligned to business requirements.</p> <p>Deliver effective communications on performance management programs and policies to the people, ensuring that they understand how they will be evaluated, how their compensation packages are developed and adjusted, all according to their performance evaluation.</p> <p>Provide communications toolkit and support to middle and senior managers to communicate performance evaluation ratings to their individual staff professionally on a one-to-one basis.</p> <p>Provide recommendations to the Head for the Industrial Relations or Employee Relations unit to resolve any grievances related to performance evaluation outcomes raised by employees.</p> <p>Maintain proper records of performance reviews and ensure personal information is securely stored or destroyed for privacy and confidentiality.</p> <p>Monitor and evaluate the effectiveness of the performance management system and its related communications efforts by analyzing data and feedback and developing continuous improvement actions.</p>	<p>In accordance with:</p> <ul style="list-style-type: none"> <li>• PD 442 - Labor Code of the Philippines</li> <li>• PD 626 - Employees' Compensation Program</li> <li>• RA 6725 - Prohibiting Discrimination Against Women</li> <li>• RA 6727 - Wage Rationalization Act (creating the National Wages and Productivity Commission and Regional Tripartite Wages and Productivity Boards)</li> <li>• RA 7277 - Magna Carta for Persons with Disability</li> <li>• RA 7322 - Maternity Benefits</li> <li>• RA 7641 - Retirement Pay Law</li> <li>• RA 7875 - National Health Insurance Act of 1995</li> <li>• RA 7877 - Anti-Sexual Harassment Act of 1995</li> <li>• RA 8187 - Paternity Leave Act of 1996</li> <li>• RA 8371 - Indigenous People's Rights Act 1997</li> <li>• RA 8972 - Solo Parent's Welfare Act</li> <li>• RA 9003 - Ecological Solid Waste Management Act</li> <li>• RA 9679 - Home Development Mutual Fund Law of 2009</li> <li>• RA 9710 - Magna Carta of Women</li> <li>• RA 10173 - Data Privacy Act</li> <li>• RA 10911 - Anti-Age Discrimination in Employment</li> <li>• RA 10963 - Tax Reform for Acceleration and Inclusion Law</li> </ul>
	Manage Compensation	<p>Evaluate the salary study to support recommendations on compensation structure that aligns to the industry range and meets the organization's financial budget.</p> <p>Decide issues and questions related to implementation of policies and procedures to ensure the workforce are paid in accordance with agreed employment terms and conditions.</p> <p>Validate compensation structure through job analysis and evaluations, employee feedback and external industry analysis to ensure that compensation remains relevant for the business and is market-competitive.</p>	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	<p>Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.</p> <p>Plan and execute DEIB related activities that are compliant with DEIB policies and embrace DEIB culture.</p> <p>Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions.</p> <p>Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.</p>	
	Undertake Analytics and Insights	<p>Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.</p> <p>Resolve data availability and data quality challenges with data cleansing techniques.</p> <p>Analyze Financial and People data by employing data mining, modeling, predictive analytics, and benchmarking tools and techniques to create insights and foresight to guide decision-making.</p> <p>Correlate relevant business and HR data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision-making.</p> <p>Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.</p>	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Develop policies and strategies that utilize local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.	<ul style="list-style-type: none"> <li>RA 11036 – Mental Health Act</li> <li>RA 11058 – Occupational Health and Safety Act</li> <li>RA 11165 – Telecommuting Act</li> <li>RA 11166 – Philippine HIV and AIDS Policy</li> <li>RA 11199 – Social Security Act of 2018</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws</li> <li>Benchmarking industry reports, local and international on compensation, performance and rewards</li> <li>Any relevant prevalent employment related Acts</li> </ul>
		Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.	
		Develop employee data handling practices and processes to ensure compliance with employee data protection policy and ethical guidelines to ensure privacy of confidential employee data.	
	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.	
		Develop communication material/ information kits on compensation and performance for the HR programs/ activities to convey desired messages clearly and effectively to the targeted audience.	
		Present and communicate with impact and empathy through clarity in messages, and engaging audiences through active listening and inquiry.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
	Drive Operational Excellence and the Use of Technology	Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
		Review the range of HR services against their corresponding HR service delivery channels critically to identify opportunities for continuous improvement of service quality or cost reduction.	
		Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies.	
	Apply Labor Policies and Legislation	Implement HR transformation programs to improve the effectiveness of HR service delivery and cost efficiency for the organization.	
		Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.	
		Research and apply prevailing labor policies, employment laws and regulations, including but not limited to tripartism, employment laws for foreign nationals.	
	Integrate the use of the Skills Framework across the Learning and Organizational development plans and programs	Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.	
		Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.	
		Develop performance management system and key performance indicators in accordance with Critical Work Functions and Key Tasks (CWFs and KT) of the Skills Framework	
		Leverage Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Framework for benchmarking of employee's performance	
	Manage team operations and performance	Leverage Skills Map of the Skills Framework to assess employee performance	
		Design organization's compensation and benefits program with reference to sector wage information of the Skills Framework	
		Translate the long-term objectives for the Performance function into tactical plans	
		Manage team resources to ensure adequate staffing and capability levels	
		Monitor the function's financial inflow and outflow against allocated budgets and forecasts	
		Set individual objectives, periodically reviewing and assessing performance of direct reports	
		Provide coaching and advice to junior team members	
		Assess feasibility of proposals to improve internal workflows	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Compensation Management	Level 4	Communication	Advanced
	Data Governance	Level 4	Computational Thinking	Advanced
	Data Management	Level 4	Decision Making	Intermediate
	Diversity and Inclusion Management	Level 3	Developing People	Intermediate
	Employee Communication Management	Level 3	Digital Literacy	Advanced
	Executive Remuneration Management	Level 4	Global Mindset	Intermediate
	Human Resources Analytics and Insights	Level 4	Interpersonal Skills	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 4	Problem Solving	Advanced
	Human Resources Practices Implementation	Level 3	Sense Making	Intermediate
	Human Resources Strategy Formulation	Level 4	Teamwork	Intermediate
	Human Resources Systems Management	Level 4	Secondary:	
	Job Analysis and Evaluation	Level 4	Leadership	Intermediate
	Performance Management	Level 4	Service Orientation	Advanced
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Strategic Workforce Planning	Level 4		
	Technology Integration	Level 4		
	Secondary:			
	Benefits Management	Level 4		
	Business Acumen	Level 4		
	Data Collection and Preparation	Level 4		
	Employee Mobility Management	Level 4		
	Financial Acumen	Level 4		
	Health and Wellness Program Management	Level 4		
	Human Resources Advisory	Level 4		
	Human Resources Digitalization	Level 4		
	Human Resources Service Quality Management	Level 4		
	Operational Excellence	Level 4		
	Organizational Change Management	Level 4		
Organizational Culture Development	Level 4			
Organizational Design	Level 4			
Organizational Diagnosis	Level 4			
Project Management	Level 4			
Stakeholder Engagement and Management	Level 4			



The information contained in this document serves as a guide.



# Specialist, Performance

## ✕ Occupation: Specialist

The Specialist, Performance supports the execution of performance management programs and compensation plans. They perform benchmarking for the organization's employee performance programs with comparable organizations. They are responsible for ensuring that performance and compensation records in the systems are accurate and adherence to regulatory guidelines. They perform data analytics and share insights reports with senior members of the team.

The Specialist, Performance thrives in a team environment, and is comfortable communicating with various stakeholders within and beyond the team. They possess an analytical mind and is able to derive insights from data, leveraging them to address issues and derive solutions to work challenges.

They coordinate with the HR leadership team, team members, employees for HR policies regarding performance and compensation.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Administer performance management programs	Develop employee communications toolkits to inform employees about performance reviews and timelines	In accordance with: <ul style="list-style-type: none"> <li>• PD 442 - Labor Code of the Philippines</li> <li>• PD 626 – Employees' Compensation Program</li> <li>• RA 6725 – Prohibiting Discrimination Against Women</li> <li>• RA 6727 – Wage Rationalization Act (creating the National Wages and Productivity Commission and Regional Tripartite Wages and Productivity Boards)</li> <li>• RA 7277 – Magna Carta for Persons with Disability</li> <li>• RA 7322 – Maternity Benefits</li> <li>• RA 7641 – Retirement Pay Law</li> <li>• RA 7875 – National Health Insurance Act of 1995</li> <li>• RA 7877 – Anti-Sexual Harassment Act of 1995</li> <li>• RA 8187 – Paternity Leave Act of 1996</li> <li>• RA 8371 – Indigenous People's Rights Act 1997</li> <li>• RA 8972 – Solo Parent's Welfare Act</li> <li>• RA 9003 - Ecological Solid Waste Management Act</li> </ul>
		Gather feedback from employees to evaluate effectiveness of performance management programs	
		Collate performance results of all employees	
	Implement compensation and performance management programs plan	Prepare a report for the Labor Relations Manager or the Labor Relations unit to resolve any grievances related to performance evaluation outcomes raised by employees.	
		Prepare a communications toolkit to share organization's compensation, performance review policies with employees and FAQs and responses	
		Identify peer companies and competitors of the organization to support benchmarking	
		Compare organization's compensation and performance programs against industry practices in relation to sector wage information.	
		Analyze employee feedback on compensation and performance programs	
	Manage performance and other employee data	Analyze employee demographics, historical and current HR data to recognize trends and patterns in performance, associated risk exposure and measure of potential future loss resulting from the various performance programs	
		Organize employee performance and other employee data in HR system	

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		Implement data protection policy checks in compliance to regulatory and ethical guidelines, and cleansing techniques to address data availability and quality challenges	<ul style="list-style-type: none"> <li>• RA 9679 – Home Development Mutual Fund Law of 2009</li> <li>• RA 9710 – Magna Carta of Women</li> <li>• RA 10173 – Data Privacy Act</li> <li>• RA 10911 – Anti-Age Discrimination in Employment</li> <li>• RA 10963 – Tax Reform for Acceleration and Inclusion Law</li> <li>• RA 11036 – Mental Health Act</li> <li>• RA 11058 – Occupational Health and Safety Act</li> <li>• RA 11165 – Telecommuting Act</li> <li>• RA 11166 – Philippine HIV and AIDS Policy</li> <li>• RA 11199 – Social Security Act of 2018</li> <li>• Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws</li> <li>• Benchmarking industry reports, local and international on compensation, performance and rewards</li> <li>• Any relevant prevalent employment related Acts</li> </ul>
		Develop standard reporting templates for performance management	
		Utilize diagnostic analytics on identified business and/or Human Resources issues, HR data to identify causes of behaviors and performance outcomes	
		Prepare technical and business reports with the analytical findings and make recommendations if needed.	
	Administer employee compensation	Review generated payroll reports, including employer contribution reports, ensuring data protection policy in compliance to regulatory and ethical guidelines and confidentiality are practiced.	
		Implement employee compensation reimbursement plans	
		Review annual salaries report, income tax forms, other government related contribution reports and statutory requirements.	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Compensation Management	Level 3	Communication	Intermediate
	Data Collection and Preparation	Level 3	Computational Thinking	Intermediate
	Data Management	Level 3	Digital Literacy	Intermediate
	Employee Communication Management	Level 2	Interpersonal Skills	Intermediate
	Human Resources Digitalization	Level 4	Sense Making	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 3	Service Orientation	Intermediate
	Job Analysis and Evaluation	Level 3	Teamwork	Intermediate
	Performance Management	Level 3	Secondary:	
	Project Management	Level 3	Decision Making	Intermediate
	Technology Integration	Level 3	Problem Solving	Intermediate
	Secondary:			
	Business Acumen	Level 3		
	Financial Acumen	Level 3		
	Health and Wellness Program Management	Level 3		
	Human Resources Analytics and Insights	Level 3		
	Human Resources Practices Implementation	Level 3		
	Human Resources Systems Management	Level 3		
	Organizational Change Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		

The information contained in this document serves as a guide.

# Manager, Rewards

## ✕ Occupation: Manager

The Manager, Rewards develops rewards management policies, and compensation structures within the organization's financial budget. They provide support and guidance to line managers in establishing rewards management programs and communicating this to the team. They provide suggestions on benefits programs based on industry benchmarks and the total rewards philosophy of the organization. In addition, they are responsible for managing team operations and integrating Philippine Skill Frameworks into rewards management systems within the organization.

The Manager, Rewards works with data and leverages them to analyze, investigate and solve complex problems. They ground decisions in sound reasoning and are able to communicate and justify rationales to others in a diplomatic and engaging manner.

They coordinate with the HR leadership team, team members, employees and other business units within the enterprise for HR policies regarding rewards and compensation. Networks with external benchmarking entities and HR associations and business groups.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Compensation	Evaluate the salary study to support recommendations on compensation structure that aligns to the industry range and meets the organization's financial budget.  Decide issues and questions related to implementation of policies and procedures to ensure the workforce are paid in accordance with agreed employment terms and conditions.  Validate compensation structure through job analysis and evaluations, employee feedback and external industry analysis to ensure that compensation remains relevant for the business and is market-competitive.	In accordance with: <ul style="list-style-type: none"> <li>• PD 442 - Labor Code of the Philippines</li> <li>• PD 626 - Employees' Compensation Program</li> <li>• RA 6725 - Prohibiting Discrimination Against Women</li> <li>• RA 6727 - Wage Rationalization Act (creating the National Wages and Productivity Commission and Regional Tripartite Wages and Productivity Boards)</li> </ul>
	Manage Benefits	Evaluate benefits with other comparable organizations.  Design and implement benefits, including health and wellness programs, that meet the needs of the workforce and within the approved budget.  Plan and implement activities to communicate benefits offered by the organization.  Cultivate a healthy workforce by implementing health and wellness related programs.	<ul style="list-style-type: none"> <li>• RA 7277 - Magna Carta for Persons with Disability</li> <li>• RA 7322 - Maternity Benefits</li> <li>• RA 7641 - Retirement Pay Law</li> <li>• RA 7875 - National Health Insurance Act of 1995</li> <li>• RA 7877 - Anti-Sexual Harassment Act of 1995</li> <li>• RA 8187 - Paternity Leave Act of 1996</li> <li>• RA 8371 - Indigenous People's Rights Act 1997</li> <li>• RA 8972 - Solo Parent's Welfare Act</li> <li>• RA 9003 - Ecological Solid Waste Management Act</li> <li>• RA 9679 - Home Development Mutual Fund Law of 2009</li> <li>• RA 9710 - Magna Carta of Women</li> <li>• RA 10173 - Data Privacy Act</li> <li>• RA 10911 - Anti-Age Discrimination in Employment</li> </ul>
	Manage Diversity, Equity, Inclusion and Belonging (DBEI)	Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.  Plan and execute DEIB related activities that are compliant with DEIB policies and embrace DEIB culture.  Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions..  Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.	
	Undertake Analytics and Insights	Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.  Resolve data availability and data quality challenges with data cleansing techniques.  Analyze Financial and People data by employing data mining, modeling, predictive analytics, and benchmarking tools and techniques to create insights and foresight to guide decision-making.  Correlate relevant business and HR data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision-making.  Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.  Develop policies and strategies that utilize local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.  Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.  Develop employee data handling practices and processes to ensure compliance with employee data protection policy and ethical guidelines to ensure privacy of confidential employee data.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.	<ul style="list-style-type: none"> <li>RA 10963 – Tax Reform for Acceleration and Inclusion Law</li> <li>RA 11036 – Mental Health Act</li> <li>RA 11058 – Occupational Health and Safety Act</li> <li>RA 11165 – Telecommuting Act</li> <li>RA 11166 – Philippine HIV and AIDS Policy</li> <li>RA 11199 – Social Security Act of 2018</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws)</li> <li>Benchmarking industry reports, local and international on compensation, performance and rewards</li> <li>Any relevant prevalent employment related Acts</li> </ul>
		Develop communication material/ information kits on compensation and rewards for the HR programs/ activities to convey desired messages clearly and effectively to the targeted audience.	
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.	
		Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
	Drive Operational Excellence and the Use of Technology	Review the range of HR services against their corresponding HR service delivery channels critically to identify opportunities for continuous improvement of service quality or cost reduction.	
		Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies.	
		Implement HR transformation programs to improve the effectiveness of HR service delivery and cost efficiency for the organization.	
		Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.	
	Labor Policies and Legislation	Research and apply prevailing labor policies, employment laws and regulations, including but not limited to tripartism, employment laws for foreign nationals.	
		Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.	
		Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.	
	Integrate the use of the Skills Framework across the Learning and Organizational development plans and programs	Develop rewards management system and key performance indicators in accordance with Critical Work Functions and Key Tasks (CWFFs and KT) of the Skills Framework	
		Leverage Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Framework for benchmarking of rewards programs	
		Leverage Skills Map of the Skills Framework to assess appropriate rewards programs	
		Design organization's benefits program with reference to sector wage information of the Skills Framework	
	Manage team operations and performance	Translate the long-term objectives for the team function into tactical plans	
		Manage team resources to ensure adequate staffing and capability levels	
		Monitor the function's financial inflow and outflow against allocated budgets and forecasts	
		Set individual objectives, periodically reviewing and assessing performance of direct reports	
		Provide coaching and advice to junior team members	
		Assess feasibility of proposals to improve internal workflows	
		Justify the resources required to support changes in resources, procedures, systems, or technology within the function	
		Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals	

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	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Compensation Management	Level 4	Communication	Advanced
	Data Governance	Level 4	Computational Thinking	Advanced
	Data Management	Level 4	Decision Making	Intermediate
	Diversity and Inclusion Management	Level 3	Developing People	Intermediate
	Employee Communication Management	Level 3	Digital Literacy	Advanced
	Executive Remuneration Management	Level 4	Global Mindset	Intermediate
	Health and Wellness Program Management	Level 4	Interpersonal Skills	Intermediate
	Human Resources Analytics and Insights	Level 4	Problem Solving	Advanced
	Human Resources Policies and Legislation Framework Management	Level 4	Sense Making	Intermediate
	Human Resources Practices Implementation	Level 4	Teamwork	Intermediate
	Human Resources Strategy Formulation	Level 4	Secondary:	
	Human Resources Systems Management	Level 4	Leadership	Intermediate
	Job Analysis and Evaluation	Level 4	Service Orientation	Advanced
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Strategic Workforce Planning	Level 4		
	Technology Integration	Level 4		
	Total Rewards Philosophy Development	Level 4		
	Secondary:			
	Benefits Management	Level 4		
	Business Acumen	Level 4		
	Data Collection and Preparation	Level 4		
	Employee Mobility Management	Level 4		
	Financial Acumen	Level 4		
	Human Resources Advisory	Level 4		
	Human Resources Digitalization	Level 4		
	Human Resources Service Quality Management	Level 4		
	Operational Excellence	Level 4		
	Organizational Change Management	Level 4		
	Organizational Culture Development	Level 4		
	Organizational Design	Level 4		
	Organizational Diagnosis	Level 4		
Performance Management	Level 4			
Project Management	Level 4			
Stakeholder and Management	Level 4			



The information contained in this document serves as a guide.

# Specialist, Rewards

## ✕ Occupation: Specialist

The Specialist, Rewards supports the execution of benefits management programs. They are accountable for benchmarking for the organization's benefits programs with comparable organizations. They supervise the preparation of benefits reports and collaborates with benefits partners and vendors for claim disbursements. They are also responsible for ensuring that benefit records in the systems are accurate and adherence to regulatory guidelines. They perform data analytics and share insights reports with senior members of the team.

The Specialist, Rewards works in a team environment, and communicates with various stakeholders within and beyond the team. They possess an analytical mind and are able to derive insights from data, leveraging them to address issues and derive solutions to work challenges.

They coordinate with the HR leadership team, team members, employees for HR policies regarding rewards and compensation.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Implement compensation and benefits plan	Prepare a report for the Manager/Head to coordinate with the Labor Relations unit to resolve any grievances related to benefits outcomes raised by employees.	In accordance with: <ul style="list-style-type: none"> <li>• PD 442 - Labor Code of the Philippines</li> <li>• PD 626 - Employees' Compensation Program</li> <li>• RA 6725 - Prohibiting Discrimination Against Women</li> <li>• RA 6727 - Wage Rationalization Act (creating the National Wages and Productivity Commission and Regional Tripartite Wages and Productivity Boards)</li> <li>• RA 7277 - Magna Carta for Persons with Disability</li> <li>• RA 7322 - Maternity Benefits</li> <li>• RA 7641 - Retirement Pay Law</li> <li>• RA 7875 - National Health Insurance Act of 1995</li> <li>• RA 7877 - Anti-Sexual Harassment Act of 1995</li> <li>• RA 8187 - Paternity Leave Act of 1996</li> <li>• RA 8371 - Indigenous People's Rights Act 1997</li> <li>• RA 8972 - Solo Parent's Welfare Act</li> <li>• RA 9003 - Ecological Solid Waste Management Act</li> </ul>
		Prepare a communications toolkit to share organization's compensation, benefits review policies with employees and FAQs and responses	
		Identify peer companies and competitors of the organization to support benchmarking	
		Compare organization's compensation and benefits programs against industry practices in relation to sector wage information.	
		Analyze employee feedback on compensation and benefits programs	
	Administer employee benefits	Review submitted claims are covered under organization's benefit schemes	
		Coordinate with organization's vendors and partners on benefits and claims processing	
		Review and facilitate benefits claims against eligibilities to ensure accurate disbursements	
		Analyze utilization rate of employee benefits programs and recommend action plans to ensure sustainability of employee benefits program.	

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	Manage rewards and other employee data	Organize rewards and other employee data in HR system	<ul style="list-style-type: none"> <li>RA 9679 – Home Development Mutual Fund Law of 2009</li> <li>RA 9710 – Magna Carta of Women</li> <li>RA 10173 – Data Privacy Act</li> <li>RA 10911 – Anti-Age Discrimination in Employment</li> <li>RA 10963 – Tax Reform for Acceleration and Inclusion Law</li> <li>RA 11036 – Mental Health Act</li> <li>RA 11058 – Occupational Health and Safety Act</li> <li>RA 11165 – Telecommuting Act</li> <li>RA 11166 – Philippine HIV and AIDS Policy</li> <li>RA 11199 – Social Security Act of 2018</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws)</li> </ul>
		Implement data protection policy checks in compliance to regulatory and ethical guidelines, and cleansing techniques to address data availability and quality challenges	
		Develop standard reporting templates for rewards management	
		Analyze historical and current HR data to recognize trends and patterns in rewards	
		Utilize diagnostic analytics on identified business and/or Human Resources issues, HR data to identify causes of behaviors and rewards outcomes	
		Prepare technical and business reports with the analytical findings and make recommendations, if needed.	
	Administer employee benefits	Verify that submitted claims are covered under organization's benefit schemes	
		Liaise with organization's vendors and partners on benefits and claims processing	
		Review benefits claims against entitlements to ensure accurate disbursements	
		Analyze utilization rate of employee benefits and programs	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Benefits Management	Level 3	Communication	Intermediate
	Compensation Management	Level 3	Computational Thinking	Intermediate
	Data Collection and Preparation	Level 3	Digital Literacy	Intermediate
	Data Management	Level 3	Interpersonal Skills	Intermediate
	Employee Communication Management	Level 2	Sense Making	Intermediate
	Human Resources Digitalization	Level 4	Service Orientation	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 3	Teamwork	Intermediate
	Human Resources Practices Implementation	Level 3	Secondary:	
	Job Analysis and Evaluation	Level 3	Decision Making	Intermediate
	Project Management	Level 3	Problem Solving	Intermediate
	Technology Integration	Level 3		
	Secondary:			
	Business Acumen	Level 3		
	Financial Acumen	Level 3		
	Health and Wellness Program Management	Level 3		
	Human Resources Analytics and Insights	Level 3		
	Human Resources Systems Management	Level 3		
	Operational Excellence	Level 3		
	Organizational Change Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		



# Associate, Performance and Rewards

## ✕ Occupation: Associate

The Associate, Performance and Rewards assists with the administration of performance reviews and compensation and benefits programs in the organization. They research industry compensation and benefits practices and liaise with vendors for benefits programs suitable for the workforce. They manage routine employee queries relating to performance management systems and compensation and benefits processing. They generate salary and benefits reports, conduct data analyses, and present preliminary findings to senior members of the team.

The Associate, Performance and Rewards works in a team environment and interacts proactively with various stakeholders. They serve others and can adapt to various forms of technology within their area of work to enhance work quality and meet others' needs more effectively.

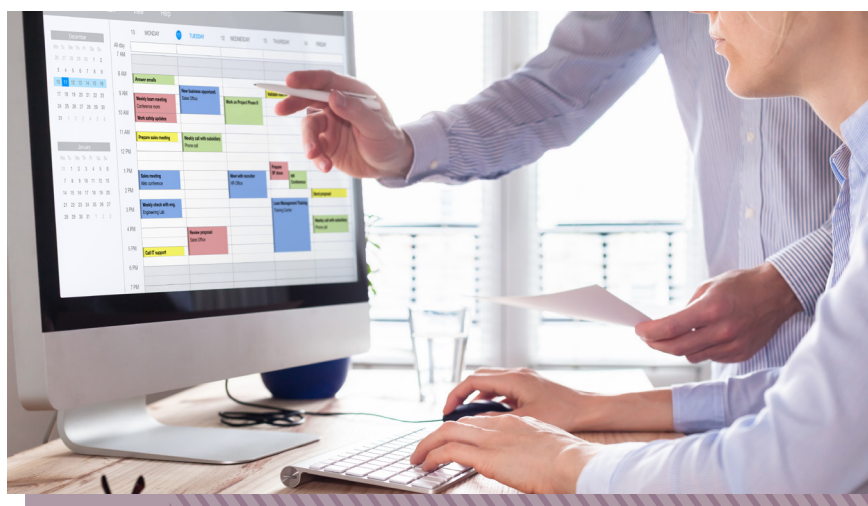
They coordinate with the HR leadership team, team members, employees for HR policies regarding performance, rewards and compensation.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Administer performance management programs	Prepare information for communication toolkits relevant to stakeholders of the organization in relation to performance reviews and timelines	In accordance with: <ul style="list-style-type: none"> <li>• PD 442 - Labor Code of the Philippines</li> <li>• PD 626 - Employees' Compensation Program</li> <li>• RA 6725 - Prohibiting Discrimination Against Women</li> <li>• RA 6727 - Wage Rationalization Act (creating the National Wages and Productivity Commission and Regional Tripartite Wages and Productivity Boards)</li> <li>• RA 7277 - Magna Carta for Persons with Disability</li> <li>• RA 7322 - Maternity Benefits</li> <li>• RA 7641 - Retirement Pay Law</li> <li>• RA 7875 - National Health Insurance Act of 1995</li> <li>• RA 7877 - Anti-Sexual Harassment Act of 1995</li> <li>• RA 8187 - Paternity Leave Act of 1996</li> <li>• RA 8371 - Indigenous People's Rights Act 1997</li> <li>• RA 8972 - Solo Parent's Welfare Act</li> <li>• RA 9003 - Ecological Solid Waste Management Act</li> </ul>
		Prepare performance management reports ensuring data protection policy in compliance to regulatory and ethical guidelines and confidentiality of performance review data	
		Respond to employee inquiries relating to performance management system	
		Gather feedback for the Manager/Head to coordinate with the Labor Relations unit to resolve any grievances related to performance evaluation outcomes raised by employees, and provide feedback to employee queries	
	Implement compensation and benefits plan	Prepare a manual on organization's compensation and benefit policies	
		Examine information and data on industry compensation, benefits schemes and practices, and employees' job requirements to support job evaluation in reference to Skills Map, for review purposes,	
		Review external vendors for employee incentive programs, whether monetary or non-monetary i.e. memberships to clubs, recognition, as part of benefits programs, for inclusion in the organization's programs.	
		Gather data on employee demographics and risk profiles to support review of benefits programs	
	Administer employee compensation	Prepare required reports i.e employer contributions to employee's retirement plan, availment of various programs, annual salaries report, income tax forms, other government related contribution reports and statutory requirements, ensuring data protection policy in compliance to regulatory and ethical guidelines and confidentiality are practiced.	
		Gather information required for the development/ revision/ interpretation of policies and guidelines/ and the preparation of recommendation on queries/ cases involving employee compensation, incentives and rewards.	
		Administer compensation reimbursement based on employee submissions	
		Respond to routine employee queries on matters relating to compensation	

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	Administer employee benefits	Collate submitted benefits claims	<ul style="list-style-type: none"> <li>RA 9679 – Home Development Mutual Fund Law of 2009</li> <li>RA 9710 – Magna Carta of Women</li> <li>RA 10173 – Data Privacy Act</li> <li>RA 10911 – Anti-Age Discrimination in Employment</li> <li>RA 10963 – Tax Reform for Acceleration and Inclusion Law</li> <li>RA 11036 – Mental Health Act</li> <li>RA 11058 – Occupational Health and Safety Act</li> <li>RA 11165 – Telecommuting Act</li> <li>RA 11166 – Philippine HIV and AIDS Policy</li> <li>RA 11199 – Social Security Act of 2018</li> <li>Tax laws, rules and regulations (National Internal Revenue Code as amended by the TRAIN and CREATE Laws)</li> </ul>
		Process benefits claims based on employee submissions	
		Prepare benefits claims reports	
		Respond to routine employee queries on matters relating to benefits including such actions online	
	Prepare compensation, performance, rewards and other employee data	Maintain historical and current employee data in HR system ensuring compliance to data protection policy, regulatory and ethical guidelines and confidentiality when handling employee data	
		Identify data availability and data quality challenges to support report generation	
		Prepare and process compensation, performance and rewards and other employee data for analysis	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	<b>Primary:</b>		<b>Primary:</b>	
	Benefits Management	Level 2	Communication	Basic
	Compensation Management	Level 2	Digital Literacy	Basic
	Data Collection and Preparation	Level 2	Interpersonal Skills	Basic
	Data Management	Level 2	Teamwork	Basic
	Employee Communication Management	Level 2	<b>Secondary:</b>	
	<b>Secondary:</b>		Service Orientation	Basic
	Human Resources Analytics and Insights	Level 2		
	Human Resources Practices Implementation	Level 2		
	Human Resources Systems Management	Level 2		
	Job Analysis and Evaluation	Level 2		
	Performance Management	Level 2		
	Skills Framework Adoption	Level 2		
	Stakeholder Engagement and Management	Level 2		



The information contained in this document serves as a guide.

# Head, Talent Attraction and Talent Management

## ✕ Occupation: Head

The Head of Talent Attraction and Talent Management is responsible for establishing overall Talent strategies and framework to attract, retain, prepare, and position the right talent to drive organizational success. They should have a solid understanding and knowledge of full-cycle recruiting along with a strategic mindset in order to develop a highly skilled workforce of the organization. They determine the right hiring philosophy and design employer branding strategies to attract potential talents and build a robust talent pipeline that aligns with the workforce requirements and business objectives. They oversee the full cycle in selection of candidates to onboarding and integration of the new staff in the organization. In addition, they formulate career development frameworks and programs to provide fulfilling career opportunities to employees in the organization. And they should guide the Management team in hiring of key leadership roles and in formulating succession plans for business-critical roles. They are also responsible for establishing employee separation policies and guidelines.

As a department head, they are responsible for setting the direction and articulating goals and objectives for the team, and driving the integration of Skills Frameworks across the organization's Talent Attraction and Talent Management plans. They must ensure that the process is efficient, effective, and compliant. They are able to develop business continuity strategies related to Talent Attraction and Talent Management.

The Head, Talent Attraction and Talent Management is a highly collaborative, influential, and inspiring leader who adopts a broad perspective in the decisions they make. They are articulate and display a genuine passion for motivating and developing their team. They ensure the optimal performance of the Department, which in turn influences the performance of the entire company.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Formulate HR Strategy and Workforce Plans	Work with Management / Senior Leaders to develop and align talent strategy and plan with organization's current and future strategy and business objectives or goals.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> </ul>
		Collaborate with line managers / business leaders to review current and future talent supply and demand in terms of manpower and bench strength of capabilities.	
		Design the workforce planning approach and methodology, taking into consideration the size and skills of the workforce, financial budget, and the nature and complexity of the organization	
		Manage strategic headcount against the business needs and approved budget.	
	Manage Talent Sourcing	Align the employer brand to the overall organization's brand to ensure consistency in the Organization's Employee Value Proposition (EVP)	
		Establish legal and ethical hiring standards in recruiting and sourcing (i.e., candidate poaching, non-compete and non-solicitation) in consultation with line managers / business leaders to source for potential candidates for senior positions to meet the current and future business and leadership requirements	
		Establish and maintain professional networking strategies and build industry and academic linkages.	
		Develop internal and external as well as out of the box recruitment sourcing strategies to reach out to passive candidates and high level and niche positions.	
	Manage Talent Selection	Develop a robust talent pipeline / database of senior level candidates to fill current and future hiring needs	
		Design a cost efficient and effective recruitment strategy and approach using a combination of screening criteria, assessment tools, psychometric assessment tests, techniques and technology solutions to assess candidates	
		Advise business leaders on the principles of fair and unbiased employment selection practices as well as how to align to current and future business needs.	
	Manage Onboarding of New Hires	Interview candidates for senior level positions and recommend suitably qualified candidates to business leaders for job offers.	
		Articulate, promote and influence others to be advocates of the organization's employee value proposition (EVP) to strengthen the employer brand in the market.	
		Advise in the hiring recommendations for candidates in senior roles, in consultation with business leaders, taking into account existing business considerations and future business needs.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Approach identified senior candidates for job offers with skill by creating persuasive and compelling offers, taking into account the internal and external compensation equity to secure high offer acceptance rate of employment offers.	<ul style="list-style-type: none"> <li>RA 9710 – Magna Carta of Women</li> <li>RA 10173 – Data Privacy Act of 2012</li> <li>RA 10911 – Anti-age Discrimination in Employment Act</li> <li>RA 11036 – Mental Health Act</li> <li>RA 11165 – The New Telecommunicating Act</li> <li>RA 11166 – HIV and AIDS Policy</li> <li>RA 11199 – Social Security Law</li> <li>Wage and Wage related Benefits (Minimum Wage, Overtime, Premium Pay, Holiday Pay, Night Shift Differential, Service Charges, Service Incentive Leave, Parental Leaves, Other Leaves, 13th Month Pay, Separation Pay, Retirement Pay, Gross Benefits and De Minimis Benefits)</li> </ul>
		Design dynamic orientation programs for new hires to facilitate onboarding experience and to help them get familiarized with the organization.	
		Develop a formalized and systematic Onboarding strategy for the organization (eg. 5 Cs of new hire onboarding process - compliance, clarification, culture, connection and check back)	
		Co-develop employee after-work socialization programs with the employee engagement team.	
		Establish a monitoring system to observe the performance of new joiners during their probationary period as well as the turnover rate to identify key reasons of leaving in order to continuously improve the organization's way in aligning expectations	
	Drive Career Management	Establish organization-wide career development framework and policy and programs as a key component of employee value proposition.	
		Engage business leaders to explore business strategy and provide coaching to steer career goals and aspirations of the workforce towards greater alignment with the current and future business needs.	
		Institute career development strategies that build a strong internal core of people to address the organization's current and future business needs.	
		Monitor and evaluate the costs and effectiveness of career development programs against people engagement level and turnover rate and develop continuous improvement actions.	
	Manage Talent Development	Develop a strategic talent management framework to identify talent profile, develop key talent and retain the right talent to meet the current and future organization needs.	
		Enable business leaders to coach and mentor talents	
		Mentor senior level talent to identify drivers of their engagement, monitor their engagement level and make formal and informal efforts to retain talent.	
		Assess the current capabilities of talents versus what is required for the future to provide insights on potential gaps, and recommend ways to address the gaps through a talent management program.	
	Drive Succession Management	Engage with senior business leaders to evaluate the ongoing viability of the succession management	
		Develop guiding principles with business leaders to advise on business critical positions for succession management that would meet current and future business needs.	
		Map business-critical roles of the business leadership and pivotal positions of operational management to assess the organization's vulnerabilities.	
		Construct robust and comprehensive succession management, taking into account current and future business plans to build a talent and leadership pipeline that is sufficient for business continuity.	
	Manage Employee Separation and Off Boarding	Advise business leaders on exiting employees to conduct the same in a professional manner, taking into account organizational needs and legal obligations.	
		Manage individual and group communications regarding employee separation by demonstrating situational awareness.	
		Evaluate the business impact of employee rationalization programs on the organization to ensure the program-related risks are considered and addressed accordingly.	
		Develop/establish a business case for alternate Talent policies to minimize the impact of employee rationalization programs due to business restructuring, including process or job redesign, training or re-skilling and redeployment.	
		Manage employee rationalization programs and severance programs that are in accordance with organization policies, relevant labor laws and regulations, as well as industry practices.	
		Support senior leaders to communicate decisions, concerns and options to affected individuals and business leaders in a professional and delicate manner.	
		Evaluate the business impact of talent retirements on the organization to ensure risks are considered and addressed.	
		Translate retirement policy into operational framework and processes, keeping in view legal requirements, organizational needs and the well-being of retiring employees to instill a positive association with the organization upon retirement.	
		Develop and drive rehiring policy to enable re-employment of employees beyond their retirement age.	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	Advocate DEIB in all employee engagement and lifecycle strategies to raise awareness and foster an inclusive employment culture (considering gender and gender preferences, race, community, economic status, disability, and the like.)	
		Identify opportunities to raise the corporate branding and profile around DEIB through communications with internal and external stakeholders.	
		Support HR activities with a global mindset coupled with awareness of local culture sensitivities and needs.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Undertake Analytics and Insights	Perform trend analysis by understanding the competitive environment in which the business interacts.
		Look across a series of internal data including but not limited to Employee Engagement survey, Net Promoter Score survey, Exit Interview survey and anticipate implications of business activity on HR practices.
		Perform market sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as the industry, local, and professional competitors.
		Translate the business strategy to determine its implications on the workforce
		Recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees interests are maintained.
		Review and develop future-ready People policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.
		Recommend People policies, practices, or strategies that competitively position the organization as a Great Place to Work and an Employer Of Choice.
		Assess the extent of in-house HR analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.
		Review employee data handling practices and processes to ensure compliance with the Data Privacy Act and ethical guidelines to ensure the privacy of confidential employee data
	Manage Relationships and Communication	Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.
		Communicate People and business strategies using clear language that engages others in the view of the future.
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.
		Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.
	Drive Operational Excellence and the Use of Technology	Establish relationships with senior leaders to build trust and understand their needs.
		Conduct a diagnosis of HR function effectiveness to address the current and future needs of the business and the people.
		Design a target operating model HR by analyzing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adopting technology solutions.
		Lead HR transformation programs by incorporating changes in strategy, structure, people, process and systems in order to achieve technology, service and operational excellence.
	Apply Labor Policies and Legislation	Develop a service management framework by incorporating service quality standards, service level agreements, and service excellence metrics.
		Advise on labor policies and employment legislation such as the Labor Code of the Philippines or Civil Service Commission and their applications to senior business leaders to facilitate complete understanding of compliance requirements.
	Integrate Skills Frameworks across Talent Attraction and Talent Management plans and programs	Review Talent Attraction and Talent Management processes impacting workplace legislation to ensure controls are in place and to prevent regulatory breaches.
		Establish Talent Attraction and Talent Management Strategy with reference to relevant Skills Framework components.
		Align Talent Attraction and Talent Management programs and practices with Skills Framework components
	Manage team operations and performance	Drive integration of Skills Frameworks in onboarding processes for new hires and formulate succession plans with reference to relevant Skills Framework that applies to organization's workforce
		Establish long-term objectives for the Talent Attraction and Talent Management functions that align with the strategy of the organization
		Establish the department operating and resourcing structure for the function to support the organization's objectives
		Manage budget for the function's activities and allocate to different teams and projects
		Lead team to translate business strategy into annual performance goals and departmental objectives
		Provide coaching and mentoring to subordinates to ensure succession management
		Approve workflow improvement solutions and recommendations for the talent management department
		Approve recommendations on changes to the function's operations and the required resources
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits

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	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Business Acumen	Level 5	Building Inclusivity	Advanced
	Career Coaching	Level 5	Collaboration	Advanced
	Career Framework Design	Level 5	Communication	Advanced
	Coaching and Mentoring	Level 4	Creative Thinking	Advanced
	Competency Framework Development	Level 5	Decision Making	Advanced
	Crisis Situation Management	Level 5	Developing People	Advanced
	Data Governance	Level 5	Global Perspective	Advanced
	Diversity, Equity, Inclusion and Belonging Management	Level 5	Influence	Advanced
	Employee Communication Management	Level 4	Problem Solving	Advanced
	Employer Branding	Level 6	Self Management	Advanced
	Financial Acumen	Level 4	Sense Making	Advanced
	Group Dynamics Facilitation	Level 5	Transdisciplinary	Intermediate
	Human Resources Advisory	Level 5		
	Human Resources Strategy Formulation	Level 5		
	Industry Networking	Level 6		
	Involuntary Exit Management	Level 5		
	Leadership Development	Level 6		
	Negotiation	Level 5		
	Onboarding	Level 5		
	Organizational Culture Development	Level 4		
	Organizational Strategy Development	Level 5		
	Recruitment Channel Management	Level 5		
	Retirement and Re-employment Management	Level 5		
	Selection Management	Level 5		
	Strategic Workforce Planning	Level 5		
	Succession Management	Level 5		
	Talent Capability Assessment	Level 5		
	Talent Management	Level 6		
	Technology Integration	Level 5		
	Voluntary Exit Management	Level 5		
	Secondary:			
	Contingent Workforce Management	Level 5		
	Digital Marketing and Communication	Level 5		
	Employee Mobility Management	Level 5		
	Human Resources Analytics and Insights	Level 4		
	Human Resources Digitalization	Level 5		
	Human Resources Policies and Legislation Framework Management	Level 5		
	Human Resources Practices Implementation	Level 4		
	Human Resources Service Quality Management	Level 5		
	Human Resources Systems Management	Level 4		
	Job Analysis and Evaluation	Level 4		
	Operational Excellence	Level 5		
	Organizational Change Management	Level 5		
	Organizational Design	Level 4		
	Organization Diagnosis	Level 5		
	Performance Management	Level 4		
	Project Management	Level 5		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 5		
	Stakeholder Engagement and Management	Level 5		

The information contained in this document serves as a guide.



# Manager, Talent Attraction

## ✕ Occupation: Manager

The Manager, Talent Attraction is responsible for planning, developing, managing and implementing the organizational recruitment strategies. They also craft policy and ensure that these comply with the recruitment regulations and policies of the organization, and with labor laws. They develop the employer branding initiatives and recruitment plans to source for potential candidates. They determine cost-efficient and robust assessment and selection tools to identify the right candidates for hire. They establish processes and guidelines to onboard new hires. They coach and work with business stakeholders to facilitate the assimilation of new hires into the organization.

In addition, they are responsible for managing the talent attraction team operations and performance, and integrating Skill Frameworks into the talent attraction programs and initiatives.

The Manager, Talent Attraction is highly organized, methodical and systematic and makes decisions and manages resources effectively. They are a confident communicator and possess the ability to build and foster long-term relationships with others to achieve desired objectives.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Formulate HR Strategy and Workforce Plans	Identify the data sources to gather and prepare relevant workforce data to perform workforce and skills gap analysis.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul>
		Apply strategic workforce planning tools and techniques for long term manpower and future capabilities needed to deliver against the organization's strategic objectives.	
		Develop recruitment plans and advise line managers / business leaders on strategic resourcing options and approaches to identify and address manpower shortages and skills gaps.	
		Calculate and analyze cost and headcount implications resulting from proposed strategic workforce plan and recruitment plan.	
		Manage and monitor manpower cost within the approved budget.	
	Manage Talent Sourcing	Develop and execute initiatives to deliver the employer branding strategy through collaboration with internal and external stakeholders.	
		Develop and execute legal and ethical standards of recruiting and sourcing (ie. candidate poaching, non-compete and non-solicitation), in collaboration with line managers / business leaders to ensure open positions are successfully filled out.	
		Explore the latest recruiting sourcing trends and applicant tracking systems/technology and implement what is appropriate and required in the organization	
		Manage various internal and external sourcing channels which include but not limited to employee referrals, job boards, online, applicant referral, agency, academic linkages, provincial job fairs and direct ads	
	Manage Talent Selection	Develop a robust talent internal and external pipeline / database for current and future hiring needs	
		Develop Policies and Standard Operating Procedures (SOPs) in the selection, assessment and hiring, in accordance with the Philippine's Labor Code's regulations and practices for the private sector and civil service laws for the public sector and recruitment strategy of the organization.	
		Recommend and deploy a range of assessment tools, Psychometric assessment tests, techniques and technology driven solutions for hiring managers to evaluate the job-fit of candidates in order to hire and manage hiring costs within the target timeline and approved budget.	
		Conduct interviews and assessments and other methods to ensure that all candidates are being assessed and selected as per the recruitment standard and guidelines	
		Analyze all information gathered from the screening and assessment process to support hiring managers in making recommendations for job offers	
	Secure Candidates for Job Offers	Monitor and evaluate the effectiveness of the assessment process and recommend continuous improvement actions to ensure a good candidate experience.	
		Communicate the Organization's Employee Value Proposition (EVP) to the identified candidates through job offer discussions	
		Advise hiring recommendations of selected candidates in consultation with hiring managers, taking into account existing business considerations and future business needs.	
		Put together employment offers that take into account internal and external compensation equity, and communicate in a persuasive and professional manner to secure high offer acceptance rate of employment offers.	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Manage Onboarding of New Hires	Develop onboarding programs based on the set onboarding strategy and facilitate assimilation of new hires into the organization and team
		Collaborate with line managers / business leaders to help new joiners assimilate into the organization.
		Analyze feedback from new joiners about their onboarding experience as well as the turnover rate so as to take proactive actions to address areas for improvement in a timely manner.
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.
		Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions.
		Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.
	Undertake Analytics and Insights	Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.
		Resolve data availability and data quality challenges with data cleansing techniques.
		Correlate financial and HR related data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision-making.
		Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.
		Provide benchmarking insights on data analysis outcomes by staying updated with the local and global recruitment trends and developments.
		Derive relevant insights from analysis and recommend enhancements to the organization's HR practices taking into consideration the business context and operating environment.
	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels/tools for the targeted audience.
		Develop communication material/information kits for the HR programs/activities to convey desired messages clearly and effectively to the targeted audience.
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.
		Demonstrate respect when handling difficult conversations, dilemmas or paradoxes.
		Adapt and tailor-fit different styles and preferences when communicating to different audiences or stakeholder groups.
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.
	Drive Operational Excellence and the Use of Technology	Review of the range of HR services against their corresponding HR service delivery channels critical to identify opportunities for continuous improvement of service quality or cost reduction.
		Implement and operate various aspects of the HR operating model to deliver these services as set out in service management framework and in accordance with Talent Attraction policies.
		Implement HR transformation programs to improve the effectiveness of HR service delivery, and promote cost efficiency for the organization.
		Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.
		Apply prevailing and applicable labor policies, employment laws and regulations such as the Philippine labor code or Civil Service Commission.
	Apply Labor Policies and Legislation	Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits
		Communicate with identified candidates on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.
	Integrate Skills Frameworks in the development of talent attraction initiatives	Leverage Critical Work Functions and Key Tasks (CWFs and KTs) of Skills Frameworks to develop employer branding collateral
		Develop job advertisements with reference to the Skills Frameworks
		Develop behavior-based interviews with reference to the Skills Frameworks
		Develop competency-based interviews with reference to Functional and Enabling Skills and Competencies (FSCs and ESCs) of Skills Frameworks
		Design competency assessment tools with reference to FSCs and ESCs of Skills Frameworks
		Design recruitment and selection criteria with reference to CWFs and KTs and FSCs and ESCs of Skills Frameworks
		Leverage CWFs and KTs and FSCs and ESCs of Skills Frameworks in developing onboarding programs for new hires

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Manage team operations and performance	Translate the strategies and long-term objectives for the Talent Attraction function into tactical plans	
	Manage team resources to ensure adequate staffing and capability levels	
	Monitor and manage the department's approved budget	
	Set individual objectives, periodically reviewing and assessing performance of direct reports	
	Provide coaching and mentoring to junior team members	
	Assess feasibility of proposals to improve internal workflows	
	Justify the resources required to support changes in resources, procedures, systems, or technology within the function	
	Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals	

	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Coaching and Mentoring	Level 4	Building Inclusivity	Intermediate
	Data Governance	Level 4	Collaboration	Advanced
	Diversity, Equity, Inclusion and Belonging Management	Level 4	Communication	Advanced
	Employee Communication Management	Level 4	Creative Thinking	Advanced
	Employer Branding	Level 5	Decision Making	Advanced
	Human Resources Advisory	Level 4	Developing People	Intermediate
	Human Resources Analytics and Insights	Level 3	Digital Fluency	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 4	Global Perspective	Intermediate
	Industry Networking	Level 5	Influence	Advanced
	Negotiation	Level 5	Problem Solving	Advanced
	Onboarding	Level 4	Self-Management	Intermediate
	Operational Excellence	Level 4	Sense Making	Intermediate
	Recruitment Channel Management	Level 4		
	Selection Management	Level 4		
	Strategic Workforce Planning	Level 4		
	Secondary:			
	Business Acumen	Level 4		
	Contingent Workforce Management	Level 4		
	Crisis Situation Management	Level 4		
	Data Collection and Preparation	Level 4		
	Data Management	Level 4		
	Digital Marketing Communication	Level 4		
	Employee Mobility Management	Level 4		
	Financial Acumen	Level 3		
	Human Resources Digitalization	Level 4		
	Human Resources Practices Implementation	Level 4		
	Human Resources Service Quality Management	Level 4		
	Human Resources Systems Management	Level 4		
	Human Resources Strategy Formulation	Level 4		
	Job Analysis and Evaluation	Level 4		
	Project Management	Level 4		
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	Level 4		
	Technology Integration	Level 4		

The information contained in this document serves as a guide.

# Specialist, Talent Attraction

## ✕ Occupation: Specialist

The Specialist, Talent Attraction is responsible for supporting the implementation of the full-cycle recruiting process and in delivering quality hires. They analyze various approaches to identify potential candidates. They conduct background checks, negotiate pay packages and present employment offers to selected candidates. They create new hire onboarding packets, develop content, and deliver onboarding sessions for new hires. They also manage and maintain the applicant tracking system (ATS). The role also is expected to conduct research and studies, and draft new and enhanced policies and guidelines relevant to recruitment and appointment processes. They monitor internal and external developments and issuances from regulating agencies. They act as resource speakers on matters relating to the department's work functions during internal recruitment and orientation programs.

The Specialist, Talent Attraction thrives as an individual or in a team environment. They are comfortable interacting with various stakeholders within and beyond the team. They possess an analytical mind and are enthusiastic about solving problems to further enhance his/her role in the team. Their work output is consistent, whether as an individual contributor or as part of a project team.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Source for Talent	Implement the employer branding strategy for recruitment marketing based on the organization's Employee Value Proposition (EVP)	<ul style="list-style-type: none"> <li>In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul> </li> </ul>
		Follow a legal and ethical standard of recruiting and sourcing in collaboration with line managers / business leaders to ensure open positions are successfully filled out.	
		Analyze job requirements based on the job description and discussions with the Hiring Manager	
		Conduct various sourcing activities and approaches based on the job requirements and discussions with the Hiring Managers.	
		Attend external recruitment events or activities and forge professional partnerships and academic linkages.	
		Manage external stakeholders and vendors involved in the sourcing and attraction of talent	
		Manage a robust talent pipeline / database for current and future hiring needs	
	Recruit Candidates	Implement the Policies and Standard Operating Procedures (SOPs) in the selection, assessment and hiring, in accordance with the Philippine's Labor Code's regulations and practices and recruitment strategy of the organization.	
		Propose and assess various selection assessment tools to be used and recommend further improvement, if necessary.	
		Conduct interviews and assessments and ensure that all candidates are being assessed and selected as per the organization's recruitment standard and guidelines	
		Conduct pre-employment and reference checks of shortlisted candidates to identify any critical issues	
		Create a shortlist of candidates based on assessment results in collaboration with the Hiring Managers	
		Conduct reference document authenticity checks on the candidates	
		Negotiate terms and conditions of offer to selected candidates within standard operating guidelines of the organization to secure a high offer acceptance rate.	
	Process Onboarding of New Hires	Communicate employment offers to the identified candidates and discuss list of pre-employment requirements	
		Deliver onboarding programs based on the strategy	
		Facilitate assimilation of new hires into the organization and team through engagement with different units	
		Gather feedback from new hires and analyze data on the quality of onboarding experience and recommend further improvement of the program	
		Advise on work permits, visa documentation required for international workforce while ensuring compliance in handling and management of employee information / data.	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Collection and Preparation	Level 3	Building Inclusivity	Intermediate
	Data Management	Level 3	Collaboration	Intermediate
	Digital Marketing and Communication	Level 4	Communication	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Creative Thinking	Intermediate
	Employee Communication Management	Level 3	Customer Orientation	Intermediate
	Employer Branding	Level 4	Decision Making	Intermediate
	Human Resources Analytics and Insights	Level 2	Digital Fluency	Intermediate
	Human Resources Digitalization	Level 4	Influence	Intermediate
	Industry Networking	Level 3	Problem Solving	Intermediate
	Job Analysis and Evaluation	Level 3	Self-Management	Intermediate
	Negotiation	Level 4	Sense Making	Intermediate
	Onboarding	Level 3		
	Operational Excellence	Level 3		
	Recruitment Channel Management	Level 3		
	Selection Management	Level 3		
	Technology Integration	Level 3		
	Secondary:			
	Business Acumen	Level 3		
	Employee Mobility Management	Level 3		
	Human Resources Policies and Legislation Framework Management	Level 3		
	Human Resources Practices Implementation	Level 3		
	Human Resources Systems Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		



# Manager, Talent Management

## ✕ Occupation: Manager

The Manager, Talent Management is responsible for developing and implementing talent management programs to groom talent in the organization for the fulfillment of current and future business requirements. The role also includes policy making and ensuring that this complies with the regulatory compliance and policies of the organization. They design career pathways to generate awareness on career progression opportunities in the organization and guide line managers on employee career development policies and programs. They manage high-potential talent and succession management programs, to develop a strong pipeline for critical roles in the organization and ensure business success and continuity. They also implement Learning and Development strategies. They are also responsible for implementing employee separation policies and programs in the organization.

In addition, they are accountable for managing team operations and performance, and integrating Skill Frameworks into the talent management programs and initiatives.

The Manager, Talent Management possesses strong people-orientation; they are an excellent communicator, diplomatic and engaging when interacting with stakeholders at the workplace. They critically analyze complex issues and are able to arrive at robust decisions and solutions.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Drive Career Management	Design and develop career pathways and planning toolkits to help the workforce understand their career development options in the organization.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul>
		Plan and execute organization-wide communication activities to build awareness and understanding of the career structure and available options in the organization.	
		Coach line managers and supervisors to provide consistent career development advice and to develop and groom employees to meet future business or organizational needs.	
		Review feedback on the effectiveness of the organization's career development framework, policy, and programs in shaping the workforce's career progression and recommend areas for improvement.	
		Develop talent management framework and processes to identify and retain talents to meet the current and future organization needs.	
	Manage Talent Development	Work with the Learning and Development team on the required training needs.	
		Recommend and deploy assessment tools in order to identify high-performing individuals and high potentials as talents of the organization.	
		Implement talent initiatives that balance and meet the needs of the people as well as the current and future needs of the organization.	
		Facilitate talent review sessions to identify talents with key stakeholders based on organization's ideal talent profile using recommended assessment tools.	
		Gather and analyze talent related data to derive insights on the effectiveness of talent management programs, incorporating feedback from individuals in the program and stakeholders for continuous improvement.	
	Drive Succession Management	Develop succession management by working with business leaders to identify and groom individuals to take over mission-critical roles and pivotal positions within the organization.	
		Maintain an accurate record and reporting system pertaining to succession management.	
		Integrate succession management into talent management programs to ensure they are holistic and coherent.	
	Manage Employee Separation and Off Boarding	Manage employee exit processes, including conducting exit interviews and administering exit clearance procedures.	
		Manage individual communications to evoke positive pride of association with the organization upon employee exits.	
		Develop and implement strategies to prevent employee rationalization programs due to business restructuring, including process or job redesign, training or re-skilling and redeployment.	
		Manage employee rationalization program or individual severance programs in accordance with organization policies, relevant labor laws and regulations, as well as industry practices.	
		Coach managers about the employee rationalization program and severance processes, in accordance with established guidelines, and contractual and legal requirements.	
		Support affected individuals by providing and communicating relevant information about process, obligations around contractual and legal parameters and available post-exit assistance and options.	

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Critical Work Functions and Key Tasks / Required Knowledge		Manage the administration of data that underpins the retirement process to ensure retiring employees are treated in a professional manner and in accordance with the relevant legislation.
		Support retiring employees by providing the provision of meaningful and constructive information about the retirement process, their rights and obligations, and advise on post-retirement matters.
		Implement strategies to support re-employment of employees beyond their retirement age based on the organization's rehiring policies.
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.
		Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions.
		Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.
	Undertake Analytics and Insights	Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.
		Resolve data availability and data quality challenges with data cleansing techniques.
		Correlate financial and HR data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision-making.
		Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.
		Be updated with the local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.
		Derive relevant insights from analysis and recommend enhancements to the organization's talent practices taking into consideration the business context and operating environment.
	Manage Relationships and Communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.
		Develop communication material/ information kits for the HR programs and activities to convey desired messages clearly and effectively to the targeted audience.
		Present and communicate with impact and empathy through clarity in messages, and engaging the audience through active listening and inquiry.
		Demonstrate respect when handling difficult conversations, dilemmas or paradoxes.
		Adapt and tailor-fit different styles and preferences when communicating to different audiences or stakeholder groups.
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.
	Drive Operational Excellence and the Use of Technology	Review the range of HR services against their corresponding HR service delivery channels critical to identify opportunities for continuous improvement of service quality or cost reduction.
		Implement various aspects of the HR operating model to deliver these services as set out in the service management framework and in accordance with HR policies.
		Implement HR transformation programs to improve the effectiveness of HR service delivery, and promote cost efficiency for the organization.
		Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.
	Apply Labor Policies and Legislation	Apply prevailing and applicable labor policies, employment laws and regulations such as the Philippine labor code or Civil Service Commission.
		Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.
		Communicate with identified candidates on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.
	Integrate Skills Frameworks in the development and implementation of Talent Management programs	Develop career pathways and job descriptions with reference to Career Map and Skills Map of the Skills Framework
		Guide employees to refer Skills Map of the Skills Framework to determine skill requirements and expectations for various roles
		Leverage Skills Maps of the Skills Framework to facilitate mobility within the organization
		Coach managers on use of the Career Map and Skills Maps for career development conversations with employees
		Design talent management tools and processes to identify high-potential talent in line with Skills Maps of the Skills Framework
Implement succession plans in in reference to Career Map of the Skills Framework		
	Manage team operations and performance	Translate the long-term objectives for the Talent Management function into tactical plans
		Manage team resources to ensure adequate staffing and capability levels
		Monitor the function's financial inflow and outflow against allocated budgets and forecasts
		Set individual objectives, periodically reviewing and assessing performance of direct reports

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	Provide coaching and mentoring to junior team members
	Assess feasibility of proposals to improve internal workflows
	Justify the resources required to support changes in resources, procedures, systems, or technology within the function
	Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals

	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Career Coaching	Level 4	Building Inclusivity	Intermediate
	Career Framework Design	Level 4	Collaboration	Advanced
	Coaching and Mentoring	Level 4	Communication	Advanced
	Competency Framework Development	Level 4	Creative Thinking	Advanced
	Crisis Situation Management	Level 4	Decision Making	Advanced
	Data Governance	Level 4	Developing People	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 4	Global Perspective	Intermediate
	Employee Communication Management	Level 4	Influence	Advanced
	Group Dynamics Facilitation	Level 4	Problem Solving	Advanced
	Human Resources Advisory	Level 4	Self-Management	Intermediate
	Human Resources Analytics and Insights	Level 3	Sense Making	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 4		
	Involuntary Exit Management	Level 4		
	Leadership Development	Level 5		
	Organizational Culture Development	Level 4		
	Retirement and Re-employment Management	Level 4		
	Succession Management	Level 5		
	Talent Capability Assessment	Level 4		
	Talent Management	Level 5		
	Voluntary Exit Management	Level 4		
	Secondary:			
	Business Acumen	Level 4		
	Contingent Workforce Management	Level 4		
	Data Collection and Preparation	Level 4		
	Data Management	Level 4		
	Employee Mobility Management	Level 4		
	Financial Acumen	Level 3		
	Human Resources Digitalization	Level 4		
	Human Resources Practices Implementation	Level 4		
	Human Resources Service Quality Management	Level 4		
	Human Resources Strategy Formulation	Level 4		
	Human Resources System Management	Level 4		
	Operational Excellence	Level 4		
	Organizational Change Management	Level 4		
	Organizational Design	Level 4		
	Organizational Diagnosis	Level 4		
Performance Management	Level 3			
Project Management	Level 4			
Risk Management	Level 4			
Skills Framework Adoption	Level 4			
Stakeholder Engagement and Management	Level 4			
Strategic Workforce Planning	Level 4			
Technology Integration	Level 4			

# Specialist, Talent Management

## ✕ Occupation: Specialist

The Specialist, Talent Management is responsible for the implementation and measurement of the talent management programs in identifying high-potential talents, and supports the organizational HR function in implementing programs for succession management. In addition, they administer the employee separation process and support re-employment programs.

The Specialist, Talent Management thrives in an individual or team environment. They are confident in engaging and building relationships with various stakeholders. They possess an analytical mind and are enthusiastic about solving problems. Their work product is consistent whether as an individual contributor or as part of a team.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Support Talent Development	Implement the career pathways and planning toolkits to help the workforce understand their career development options in the organization.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul>
		Implement organization-wide communication activities to build awareness and understanding of the career structure and available options in the organization.	
		Analyze assessment data and recommend indicators to identify high-potential talents in the organization with reference to Skills Maps of the Skills Frameworks	
		Share the gathered employees' assessment results with their Line Managers for further review and feedback	
	Coordinate Succession Management	Implement structured and customized succession management plans	
		Gather stakeholder inputs on critical roles and succession criteria	
		Report the performance of successors in new roles	
		Track progress and identify gaps and areas of improvement in succession management	
	Process Separation	Formulate a checklist of exit formalities	
		Provide recommendations based on the exit interview feedback	
		Implement re-employment programs for employees	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
Skills and Competencies	Career Coaching	Level 3	Building Inclusivity	Intermediate
	Data Collection and Preparation	Level 3	Collaboration	Intermediate
	Data Management	Level 3	Communication	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Creative Thinking	Intermediate
	Employee Communication Management	Level 3	Customer Orientation	Intermediate
	Group Dynamics Facilitation	Level 4	Decision Making	Intermediate
	Human Resources Analytics and Insights	Level 2	Influence	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 3	Problem Solving	Intermediate
	Involuntary Exit Management	Level 3	Self-Management	Intermediate
	Operational Excellence	Level 3	Sense Making	Intermediate
	Retirement and Re-employment Management	Level 3		
	Succession Management	Level 3		
	Talent Capability Assessment	Level 3		
	Talent Management	Level 4		
	Technology Integration	Level 3		
	Voluntary Exit Management	Level 3		
	Secondary:			
	Business Acumen	Level 3		
	Career Framework Design	Level 3		
	Competency Framework Development	Level 3		
	Employee Mobility Management	Level 3		
	Human Resources Practices Implementation	Level 3		
	Human Resources Systems Management	Level 3		
	Organizational Change Management	Level 3		
	Performance Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		

The information contained in this document serves as a guide.



# Associate, Talent Attraction and Management

## ✕ Occupation: Associate

The Associate, Talent Attraction and Talent Management assists in the processing and providing of administrative support in the planned recruitment and talent management activities and programs. They source for potential candidates and endeavor to maintain an optimal hiring experience for candidates. They conduct the initial screening of potential candidates, administer assessments and prepare employment contracts as per recruitment guidelines. They shall track the conversion success rate for each sourcing channel and provide administrative and logistical support during the onboarding process. In addition, they support the conduct of assessments to identify high-potential talents in the organization, and document assessment records and succession plans for critical roles identified. They are also responsible for maintaining employee separation records.

The Associate, Talent Attraction and Talent Management enjoys working in a friendly and team-oriented environment and interacts proactively with various stakeholders. They have a service-oriented mindset and can adapt to various forms of technology within their work space to enhance their work. They are eager to explore and are able to communicate information in a clear and concise manner to meet the needs of the team at the workplace.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Source for Talents	Assist in the research of various sourcing approaches and available assessment tools	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> </ul>
		Gather information on talent needs and job descriptions from various business units	
		Contact potential candidates to elicit individuals' interest based on available positions	
		Prepare hiring collaterals to be used in various sourcing / hiring platforms	
		Maintain candidate database and track potential hires	
		Measure and track conversion success rate for each sourcing channel	
	Recruit candidates	Follow Standard Operating Procedures (SOPs) and regulations in selection and assessment process	
		Gather information based on the result of assessments conducted	
		Conduct initial screening of job applicants' resumes and relevant skill qualifications to fit the requirements	
		Liaise with job applicants to administer selection process and assessments	
		Document assessment results in an applicant bank for analysis and future reference	
		Collect information on potential new hires to support the selection process	
		Interview applicants and determines qualifications for inclusion in pool of candidates for prospective announcement of vacancies	
		Prepare employment offer letters and contracts, following standard templates and hiring regulations	
		Respond to routine queries from candidates	
	Process onboarding of new hires	Coordinate set up work access, prepare workspace and tools of trade, prepare welcome announcement for new hires and new hire information packs	
		Provide administrative and coordination support on the delivery of new hire orientation program	
		Gather feedback from new hires on their onboarding experience	
		Prepare personal file for new hires	
		Provide coordination and administrative support in the application of work permits, visa and documentation required for international workforce, if necessary.	

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Critical Work Functions and Key Tasks / Required Knowledge	Support Talent Development	Gather information about tools to support talent assessment	<ul style="list-style-type: none"> <li>RA 9710 – Magna Carta of Women</li> <li>RA 10173 – Data Privacy Act of 2012</li> <li>RA 10911 – Anti-age Discrimination in Employment Act</li> <li>RA 11036 – Mental Health Act</li> <li>RA 11165 – The New Telecommunicating Act</li> <li>RA 11166 – HIV and AIDS Policy</li> </ul>
		Communicate assessment procedure to candidates	
		Assist in the administration of assessments	
		Keep a record of past assessment data for further evaluation	
		Respond to employee queries relating to talent assessment	
		Provide administrative and coordination support for high potential programs	
		Maintain talent pool lists by levels in order to analyze talent gaps	
	Coordinate Succession Planning	Document critical roles identified in the organization	
		Coordinate with respective departments to document succession management and potential successors for critical roles	
		Prepare various reports related to succession management activities	
	Process Separation	Ensure employee exit formalities are complete before employee separation	
		Prepare accession report for dissemination to concerned units	
		Respond to employee queries relating to employee separation processes	
		Maintain employee separation records	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Collection and Preparation	Level 2	Adaptability	Basic
	Data Management	Level 2	Communication	Basic
	Digital Marketing and Communication	Level 3	Customer Orientation	Basic
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Digital Fluency	Basic
	Employee Communication Management	Level 2	Learning Agility	Basic
	Involuntary Exit Management	Level 2	Self-Management	Basic
	Job Analysis and Evaluation	Level 2		
	Onboarding	Level 2		
	Recruitment Channel Management	Level 3		
	Selection Management	Level 2		
	Talent Capability Assessment	Level 3		
	Voluntary Exit Management	Level 2		
	Secondary:			
	Employee Mobility Management	Level 2		
	Human Resources Analytics and Insights	Level 2		
	Human Resources Practices Implementation	Level 2		
	Human Resources Systems Management	Level 2		
	Performance Management	Level 2		
Skills Framework Adoption	Level 2			
Stakeholder Engagement and Management	Level 2			



The information contained in this document serves as a guide.



# Head, Employee Engagement and Experience

## ✕ Occupation: Head

The Head of Employee Engagement and Experience partners with line management in promoting an engaged workforce, one that upholds the company's defined corporate culture and values. They lead the establishment of strategies that impact organizational health, employee motivation, performance and wellness. The Head champions the continuous improvement of the employee experience throughout the employee's organizational life cycle. They assess communication channels and recommend programs to improve relationships among management and employees in the mutual pursuit of organizational goals and objectives. They collaborate with other business units (such as Finance, Tax, or Legal) as well as other HR functions in the creation or improvement of HR and organization development systems, processes and policies that impact workforce performance and engagement.

As a department head, the Head is responsible for setting the direction and articulating goals and objectives for the team.

The Head, Employee Engagement and Experience is an influential and decisive leader who is able to communicate their vision clearly, and address issues swiftly and effectively. They motivate and mentor others at the workplace, and are highly skilled in engaging, communicating and collaborating with all stakeholders.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Strengthen People Engagement	Provide strategic inputs to the employee engagement strategy, approach, and measurement tool. Determine employee engagement drivers that have high impact on workforce performance such as but not limited to, career development, Learning and Development, compensation and benefits, work environment, senior leadership, management, communication, health and well-being.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> </ul>
		Coach senior leaders to champion and drive employee engagement and communication programs, such as town hall meetings, team building programs and other organization wide or departmental events including those that advocate social, environmental, psychosocial, cultural, and economic sustainability, which may positively impact the organization internally or externally.	
		Review the effectiveness of employee engagement programs, communication channels and programs, and recommend areas for improvement based on employee feedback and learning from industry best practices.	
	Enhance Employee Experience	Lead in the development of strategies that measure the impact of employee experience at each touchpoint of the employee's journey through the company, from onboarding to offboarding.	
		Partner and collaborate with all HR disciplines in enhancing employee experience relative to their function or the service they provide. In particular, communicate and influence programs, projects, processes and policies on compensation and benefits, leadership and management development, organization design, talent attraction and management, onboarding, offboarding, Learning and Development, performance management, and succession management.	
		Evaluate the effectiveness of interventions, and recommend changes and further improvements as needed.	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB) Management	Advocate DEIB campaigns to raise awareness and foster an inclusive employment culture (considering gender and gender preferences, race, community, economic status, disability, and the like.)	
		Identify opportunities to raise the corporate branding and profile around DEIB through communications with internal and external stakeholders.	
		Champion and support People policies and activities with a global mindset, being aware of local and global cultural sensitivities and needs.	
	Undertake Analytics and Insights	Perform trend analysis by understanding the competitive environment in which the business interacts.	
		Look across a series of data such as employee engagement survey ratings, net employer promoter score, employee turnover or attrition rates, exit interview results, focus group discussions, frequently asked questions, and other survey data and/or metrics, and anticipate implications of business activity on people practices.	
		Perform market sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as industry, local, and professional competitors that have an impact on Employee Engagement and Experience.	
		Translate the business strategy to determine its implications on the workforce	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Recommend people strategies to ensure that workforce requirements are fulfilled while both business and employee interests are maintained.	<ul style="list-style-type: none"> <li>• RA 11036 - Mental Health Act</li> <li>• RA 11165 - The New Telecommunicating Act</li> <li>• RA 11166 - HIV and AIDS Policy</li> </ul>
		Review and develop future-ready People policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.	
		Recommend People policies, practices, or strategies that competitively position the organization as a Great Place to Work and an Employer Of Choice.	
		Assess the extent of in-house people analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.	
		Review employee data handling practices and processes to ensure compliance with employee data protection policy and ethical guidelines to ensure privacy of confidential employee data.	
	Manage Relationships and Communication	Define corporate internal communications strategy in line with company vision, mission, values and direction.	
		Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.	
		Communicate People and business strategies using clear language that engages others in the view of the future.	
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.	
		Manage resistance, objections, and conflicts during conversations in a firm, respectful and empathetic manner.	
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.	
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
		Establish relationships with senior leaders to build trust and address their needs as appropriate.	
	Manage team operations and performance	Establish long-term objectives for the Employee Engagement and Experience function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage the budget for Employee Engagement and Experience programs and projects and allocate to different teams and projects	
		Lead team to translate business strategy into annual performance goals and departmental objectives	
		Coach and mentor team members as necessary.	
		Drive the creation of workflow improvement solutions and recommendations for the employee experience and relations function	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits	

<b>Skills and Competencies</b>	<b>Functional Skills and Competencies</b>		<b>Enabling Skills and Competencies (Top)</b>	
	<b>Primary:</b>		<b>Primary:</b>	
	Conflict Management	Level 6	Communication	Advanced
	Data Governance	Level 5	Decision Making	Advanced
	Diversity, Equity, Inclusion and Belonging Management	Level 5	Developing People	Advanced
	Employee Communication Management	Level 4	Influence	Advanced
	Employee Engagement Management	Level 6	Problem Solving	Advanced
	Employee Relationship Management	Level 5	Sense Making	Advanced
	Financial Acumen	Level 4	<b>Secondary:</b>	
	Health and Wellness Program Management	Level 5	Building Inclusivity	Advanced
	Human Resources Analytics and Insights	Level 4	Global Perspective	Intermediate
	Human Resources Policies and Legislation Framework Management	Level 5	Self-Management	Advanced
	Human Resources Strategy Formulation	Level 5	Service Orientation	Advanced
	Stakeholder Engagement and Management	Level 5	Transdisciplinary Thinking	Intermediate
	System and Process Improvement	Level 5		
	Workplace Optimization	Level 5		

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Secondary:	
Business Acumen	Level 5
Conduct and Behavior Management	Level 5
Employer Branding	Level 5
Human Resources Advisory	Level 5
Human Resources Digitalization	Level 5
Human Resources Practices Implementation	Level 4
Human Resources Service Quality Management	Level 5
Industry Networking	Level 5
Negotiation	Level 5
Onboarding	Level 5
Operational Excellence	Level 5
Organizational Change Management	Level 5
Organizational Culture Development	Level 5
Organizational Diagnosis	Level 5
Organizational Strategy Development	Level 5
Project Management	Level 5
Risk Management	Level 5
Technology Integration	Level 5
Voluntary Exit Management	Level 5



The information contained in this document serves as a guide.

# Manager, Employee Engagement and Experience

## ✕ Occupation: Manager

The Manager, Employee Engagement and Experience derives insights from employee engagement survey data. The jobholder designs employee engagement plans and programs jointly with line leaders based on strategies that aim to positively impact the employee's organizational experience in alignment with its culture and values. These include plans and programs to improve all types of employee services, people processes such as onboarding, offboarding, and other people functions like talent attraction and management, performance management, Learning and Development, compensation and benefits, as well as health and wellness programs. The Manager also creates communication plans and programs to ascertain that communication channels are optimized while continually improving management and employee relationships. All of these are done in consultation with other functions such as Finance and Accounting, Tax, or Legal, as necessary.

In addition, the Manager is responsible for managing team operations and performance at the workplace.

The Manager, Employee Engagement and Experience leads by example and passionately analyzes issues, devising new and creative solutions to problems, as well as encouraging innovation within the team. They are diplomatic and highly skilled at engaging others, thereby promoting a cooperative and collaborative work environment.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Strengthen People Engagement	<p>Derive meaningful insights from analyzing the employee engagement survey results and other relevant engagement data gathered as well as from other HR metrics (e.g., attrition/exit interview data, etc.)</p> <p>Translate the insights gained from employee engagement data and recommend the best courses of action.</p> <p>Facilitate action planning discussions with line leaders to identify actions to be taken and determine needed resources to implement action plans. These may include activities that address internal or external social, environmental and economic sustainability.</p> <p>Provide support to business leaders in rolling out activities to communicate progress of the employee engagement activities.</p>	<p>In accordance with:</p> <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> </ul>
	Enhance Employee Experience	<p>Develop, design, or select tools to measure employee satisfaction at each employee lifecycle touchpoint.</p> <p>Develop, along with other People functions, programs, projects, processes, policies or other interventions to raise HR service levels, and create or implement process improvements for any identified HR functional area.. These may cover any of the following: compensation and benefits, leadership and management development, organization design, talent attraction and management, onboarding, offboarding, Learning and Development, performance management, career and succession management.</p> <p>Design tools to evaluate the effectiveness of programs or interventions and act on findings as needed.</p>	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	<p>Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.</p> <p>Plan and execute DEIB related activities that are compliant with DEIB policies and embrace DEIB culture.</p> <p>Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions.</p> <p>Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.</p>	
	Undertake Analytics and Insights	<p>Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.</p> <p>Resolve data availability and data quality challenges with data cleansing techniques.</p> <p>Analyze employee engagement survey ratings, net employer promoter score, employee turnover or attrition rates, exit interview results, focus group discussion data, frequently asked questions, and other survey data and/or metrics by employing data mining, modelling, predictive analytics, and benchmarking tools and techniques to create insights and foresights to guide decision-making.</p> <p>Correlate business and HR data to design HR metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresights for decision making.</p>	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>		Develop insightful presentations derived from data analytics and HR metrics benchmarking using dashboards or data visualization tools.	<ul style="list-style-type: none"> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul>
		Keep abreast of local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.	
		Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.	
	Manage Relationships and Communication Management	Develop organizational communications policy.	
		Plan and execute communication activities using the appropriate channels/tools for the targeted audience.	
		Develop communication material/ information kits for the HR programs/ activities to convey desired messages clearly and effectively to the target audience.	
		Present and communicate with impact and empathy through clarity in messages and engaging the audience through active listening and inquiry.	
		Resolve employee issues and concerns by demonstrating empathy and respect when handling difficult conversations, dilemmas, or paradoxes.	
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.	
		Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.	
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.	
	Manage team operations and performance	Translate the long-term objectives for the Employee Engagement and Experience function into tactical plans	
		Manage team resources to ensure adequate staffing and capability levels	
		Monitor the function's financial inflow and outflow against allocated budgets and forecasts	
		Set individual objectives, periodically reviewing and assessing performance of direct reports	
		Coach and mentor team members	
		Assess feasibility of proposals to improve internal workflows	
		Justify the resources required to support changes in resources, procedures, systems, or technology within the function	
		Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals	

<b>Skills and Competencies</b>	<b>Functional Skills and Competencies</b>		<b>Enabling Skills and Competencies (Top)</b>	
	<b>Primary:</b>		<b>Primary:</b>	
	Conflict Management	Level 5	Building Inclusivity	Advanced
	Data Collection and Preparation	Level 4	Communication	Advanced
	Data Governance	Level 4	Creative Thinking	Advanced
	Data Management	Level 4	Customer Orientation	Advanced
	Diversity, Equity, Inclusion and Belonging Management	Level 4	Decision Making	Intermediate
	Employee Communication Management	Level 3	Developing People	Intermediate
	Employee Engagement Management	Level 4	Influence	Intermediate
	Employee Relationship Management	Level 4	Problem Solving	Advanced
	Health and Wellness Programme Management	Level 4	Sense Making	Intermediate
	Human Resources Analytics and Insights	Level 3	Teamwork	Advanced

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Skills and Competencies	Human Resources Practices Implementation		Level 3	Secondary:		
	Human Resources Service Quality Management		Level 4	Digital Fluency	Intermediate	
	Human Resources Strategy Formulation		Level 4	Learning Agility	Intermediate	
	Project Management		Level 4	Self Management	Intermediate	
	Stakeholder Engagement and Management		Level 4	Transdisciplinary Thinking	Intermediate	
	System and Process Improvement		Level 4			
	Workplace Optimization		Level 4			
	Secondary:					
	Business Acumen		Level 4			
	Conduct and Behavior Management		Level 4			
	Employer Branding		Level 4			
	Financial Acumen		Level 3			
	Human Resources Advisory		Level 4			
	Human Resources Digitalization		Level 4			
	Human Resources Policies and Legislation Framework Management		Level 4			
	Industry Networking		Level 4			
	Negotiation		Level 4			
	Onboarding		Level 4			
	Operational Excellence		Level 4			
	Organizational Change Management		Level 4			
	Organizational Culture Development		Level 4			
	Organizational Diagnosis		Level 4			
	Organizational Event Management		Level 4			
	Risk Management		Level 4			
	Technology Integration		Level 4			
	Voluntary Exit Management		Level 4			





# Specialist, Employee Engagement and Experience

## ✕ Occupation: Specialist

The Specialist, Employee Engagement and Experience supports efforts in creating an engaged workforce and an optimal experience for employees. They do so by developing employee engagement surveys, analyzing data collected, and implementing initiatives to enhance employees' engagement levels and well-being. They are responsible for monitoring the implementation of policies pertaining to employee relations and internal communications. The incumbent participates in the conceptualization and organization of corporate-wide events that enhance employee-management relations and communication. The jobholder supports the company's communication program and disseminates relevant information to employees in an effective and timely manner.

The Specialist, Employee Engagement and Experience thrives in a team environment, and is comfortable interacting with various stakeholders within and beyond the team. They possess an analytical mind and are enthusiastic about solving problems in service of others.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Enhance employee engagement and well-being	Develop and administer employee engagement survey tools that cover engagement drivers such as, but not limited to, career development, Learning and Development, compensation and benefits, work environment, senior leadership, management, communication, and well-being.	In accordance with: <ul style="list-style-type: none"> <li>Administrative Code of 1987</li> <li>DOLE DO 174 - Labor-only Contracting</li> <li>Employees' Compensation Program</li> <li>Labor Code of the Philippines</li> <li>Minimum Wage (National Wages and Productivity Commission)</li> <li>OSHS Compliance, DO No 198-19</li> <li>OSHS Compliance to DO 198-19, Labor Advisory No. 04-19</li> <li>OSHS, RA 11058</li> <li>RA 386 Civil Code</li> <li>RA 6727 - Wage Rationalization Act</li> <li>RA 7277 - Magna Carta for persons with disability</li> <li>RA 7641 - Retirement Pay Law</li> <li>RA 7658 - Prohibiting employment of children below 15 years of age in Public and Private undertakings</li> <li>RA 8371 - Indigenous Peoples' Rights Act</li> <li>RA 8972 - Solo Parents' Welfare Act</li> <li>RA 9710 - Magna Carta of Women</li> <li>RA 10173 - Data Privacy Act of 2012</li> <li>RA 10911 - Anti-age Discrimination in Employment Act</li> <li>RA 11036 - Mental Health Act</li> <li>RA 11165 - The New Telecommunicating Act</li> <li>RA 11166 - HIV and AIDS Policy</li> </ul>
		Collate responses and analyze employee engagement data from the employee engagement survey and other information gathered such as turnover or attrition rates, exit interview results, focus group discussions, frequently asked questions, and other surveys, to identify trends and patterns.	
		Organize data into meaningful visual presentations to facilitate understanding and analysis.	
		Support execution of programs and initiatives designed to improve employee engagement	
		Implement employee well-being workshops, programs and policies, including flexible work arrangements or other programs that provide opportunities for work-life balance.	
		Conduct internal studies on organization's workplace ergonomics.	
		Collate employee feedback and suggestions on organization's wellness initiatives.	
	Improve employee experience	Propose enhancements to employee well-being programs and initiatives.	
		Gather feedback, and collect data using available tools about employee experience on hiring/onboarding, regularization, career movements (transfers or promotions), development programs, and upon exit / offboarding as well as when availing of HR services both for statutory and company-provided benefits.	
		Implement interventions, plans and programs to address service-level gaps identified.	
	Improve Employee-Management Relations	Administer evaluation tools that measure effectiveness of programs and interventions implemented to enhance employee experience. Collate and analyze data gathered into visual presentation material.	
		Recommend and plan organization-wide activities that encourage employee participation and volunteerism, which allow employees and management to interact in the context of a different environment.	
		Organize and/or coordinate regular town hall meetings as a means of communicating organizational updates.	
		Organize corporate-wide events and /or activities that celebrate significant organizational, team and individual employee achievements and milestones to bring together management and employees.	
	Administer Internal Communications	Gather feedback on company events and activities and provide recommendations for improvement.	
		Prepare announcements and communication materials (e.g., memoranda, infographics, videos, e-magazines/newsletters, bulletins, and the like) regarding corporate events, activities, policies, and standards, disseminating information to employees following established communications policies.	
		Disseminate information through various acceptable and official media and communication platforms to targeted employees.	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Conflict Management	Level 4	Building Inclusivity	Intermediate
	Data Collection and Preparation	Level 3	Communication	Intermediate
	Data Management	Level 3	Creative Thinking	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Customer Orientation/Service Orientation	Intermediate
	Employee Communication Management	Level 2	Digital Fluency	Basic
	Employee Engagement Management	Level 3	Interpersonal Skills	Intermediate
	Employee Relationship Management	Level 3	Learning Agility	Basic
	Health and Wellness Programme Management	Level 3	Self-Management	Intermediate
	Human Resources Analytics and Insights	Level 2	Sense Making	Intermediate
	Industry Networking	Level 3	Teamwork	Intermediate
	Organizational Event Management	Level 3	Secondary:	
	Stakeholder Engagement and Management	Level 3	Adaptability	Intermediate
	System and Process Improvement	Level 3	Influence	Intermediate
	Workplace Optimization	Level 3	Problem Solving	Intermediate
	Secondary:		Transdisciplinary Thinking	Basic
	Business Acumen	Level 3		
	Conduct and Behavior Management	Level 3		
	Human Resources Policies and Legislation Framework Management	Level 3		
	Human Resources Practices Implementation	Level 2		
	Human Resource Systems Management	Level 3		
	Negotiation	Level 3		
	Operational Excellence	Level 3		
	Organizational Change Management	Level 3		
	Project Management	Level 3		
	Technology Integration	Level 3		



# Head, Learning and Organization Development

## ✕ Occupation: Head

The Head of Learning and Organization Development, is responsible for championing the creation of learning culture and spearheading the diagnosis of the current state of the organization with close collaboration with the EMT (Executive Management Team) and Operating Units. They should guide the EMT in crafting the organization's desired future state with clearly identified global and/or group business strategies and plans after the EMT appreciates the organization's current state. They are accountable to create and recommend a roadmap and/or change interventions covering PPTF (People, Process, Technology, and Facility/ies) to bring the organization to its future state or deliver the business strategies and plans effectively and drive the organization's VMV (Vision-Mission-Values). They must ensure that the People are knowledgeable, skilled, and capable; the Processes efficient and effective; the use of Technology robust and adaptive; and the Facility/ies appropriate.

They are directly responsible for establishing the organization's Learning and Development (L&D) strategy from budget allocation to L&D program design to implementation of the change interventions about People and establish the appropriate performance indicators. They are expected to collaborate, influence, and provide recommendations and/or guidelines to stakeholders in putting efficient and effective processes including the redesign of the organizational model. They should closely work with the Head of IT in putting parameters in implementing change interventions about Technology. They should devise and formulate knowledge management (KM) frameworks and processes that encourage sharing of information and encapsulate a portal of easily accessible information.

As a department head, they are responsible for setting the direction and articulating goals and objectives for the team, and driving the integration of Skills Frameworks across the organization's learning programs.

The Head of Learning and Organization Development is an inspirational leader with a forward-thinking mindset and a deep passion for developing organizational and people capabilities. They establish and communicate a clear vision, and are highly skilled in influencing and engaging stakeholders to secure their buy-in and support. They are in-charge of organizational solutions to increase organizational performance and to sustain organizational health.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Learning and Development (L&D)	Engage with business leaders to seek clarity on business strategy.	In accordance with: <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 and RA9442-Magna Carta for Disabled Persons</li> <li>RA7877:Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710-Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> </ul>
		Develop L&D strategies based on the organization's current and future business and skills and competencies requirements.	
		Define required financial resources for L&D and prioritize spending to invest in strategic organizational capabilities to enable current and future business strategy and objectives.	
		Monitor and assess the second ROI (Ripple Of Impact) of L&D strategy and programs in developing organizational capabilities to meet current and future business needs.	
		Promote and incorporate sustainability in L&D programs.	
	Manage Organization Development (OD)	Conduct periodic strategy correction if an L&D strategy is found not to meet the double ROI.	
		Develop the business case for organizational development or change interventions to enhance and sustain the operational resilience and effectiveness of the organization.	
		Recommend or design organizational change diagnostic tools to assess the organization's current capability and agility to respond to organizational changes necessary to reach its desired future state.	
		Influence and play a part in the strategic planning initiatives to determine the organization's future state.	
		Align organization development and/or change interventions to business strategy, needs, and goals.	
	Manage diversity, equity, inclusion and belonging	Establish an organization development or change management delivery model that addresses all the organizational development and change management needs.	
		Engage sponsors, leaders, and key stakeholders for sponsorship and alignment on the rationale and key benefits of organizational development and/or change efforts.	
		Promote DEIB (diversity, equity, inclusion and belonging) campaigns to raise awareness and foster an inclusive employment culture.	

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Critical Work Functions and Key Tasks / Required Knowledge		Identify opportunities to raise the corporate branding and profile around DEIB through communications with internal and external stakeholders.	<ul style="list-style-type: none"> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS)</li> <li>RA10968PQF Law and its IRRs</li> </ul>
		Champion and support People policies and activities with a global mindset, being aware of local and global cultural sensitivities and needs.	
	Undertake analytics and insights	Perform trend analysis by understanding the competitive environment in which the business interacts.	
		Look across a series of internal data including but not limited to Employee Engagement survey, NPS (Net Promoter Score) survey, Exit Interview survey, Work Culture survey, etc., and anticipate implications of business activity on People practices.	
		Perform market / industry sensing by obtaining and maintaining knowledge of competitive practices within relevant labor markets such as industry, local, and professional competitors.	
		Translate the business strategy to determine its implications on the workforce.	
		Recommend People strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees' interests are maintained.	
		Review and develop future-ready People policies and strategies, referencing local and global People trends and best practices, taking into consideration context, economic outlook, and available support to meet business needs.	
		Recommend People policies, practices, or strategies that competitively position the organization as a Great Place to Work and an Employer Of Choice.	
		Assess the extent of in-house People analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.	
		Review employee data handling practices and processes to ensure compliance with the Data Privacy Act and ethical guidelines to ensure the privacy of confidential employee data.	
	Manage relationships and communication	Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organization-wide communications strategy.	
		Communicate People and business strategies using clear language that engages others in the view of the future.	
		Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.	
		Manage resistance, objections, and conflicts during conversations in a firm, respectful and empathetic manner.	
		Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.	
		Help the senior leaders of the organization to define the problems and identify root causes of people-related issues by understanding organizational and individual challenges.	
		Provide resources to advise senior leaders to determine the appropriate course of action in people-related matters.	
	Manage technology Use and operational excellence.	Establish relationships with senior leaders to build trust and understand their needs.	
		Conduct a diagnosis of People function effectiveness in addressing the current and future needs of the business and the people.	
		Design a target operating model for People by analyzing the merits of different service delivery structures and system architecture, as well as by assessing costs and benefits of adopting People technology solutions including outsourced or insourced subject matter experts (SMEs) and other providers.	
		Lead People transformation programs, incorporating changes in People, Processes, and Technology to achieve service and operational excellence.	
	Integrate skills frameworks across Learning and Organizational development plans and programs	Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.	
		Establish L&D strategy per Skills Framework components.	
		Align learning programs with Skills Framework components.	
	Manage team operations and performance	Secure buy-in from senior stakeholders on the integration of the Skills Framework in organization development interventions.	
		Establish long-term objectives for the Learning and Organizational development function that align with the strategy of the organization	
		Establish the operating and resourcing structure for the function to support the organization's objectives	
		Manage budget for the function's activities and allocate to different teams and projects	
		Lead team to translate business strategy into annual performance goals and departmental objectives, and cascade them down to individual team members' annual goals and objectives	
		Provide coaching and mentoring to team members and ensure adequate and effective succession management.	
		Approve workflow improvement solutions and recommendations for the learning and organization development function	
		Ensure compliance with applicable laws, regulations and policies.	
		Approve recommendations on changes to the function's operations and the required resources	
		Align objectives and goals with internal stakeholders in congruence with external stakeholders to yield mutual benefits	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Business Acumen	Level 5	Building Inclusivity	Advanced
	Competency Framework Development	Level 5	Collaboration	Advanced
	Coaching and Mentoring	Level 4	Creative Thinking	Advanced
	Diversity, Equity, Inclusion and Belonging Management	Level 5	Global Perspective	Advanced
	Financial Acumen	Level 4	Learning Agility	Advanced
	Human Resources Advisory	Level 5	Transdisciplinary Thinking	Advanced
	Human Resources Analytics and Insights	Level 4		
	Knowledge Management	Level 5		
	Learning and Development Strategy	Level 5		
	Organizational Change Management	Level 5		
	Organizational Culture Development	Level 5		
	Organizational Design	Level 6		
	Organizational Strategy Development	Level 5		
	Succession Management	Level 5		
	Systems Thinking	Level 5		
	Secondary:			
	Career Coaching	Level 5		
	Career Framework Design	Level 5		
	Data Governance	Level 5		
	Employee Communication Management	Level 4		
	Human Resources Digitalization	Level 5		
	Human Resources Policies and Legislation Framework Management	Level 5		
	Human Resources Practices Implementation	Level 4		
	Human Resources Service Quality Management	Level 5		
	Human Resources Strategy Formulation	Level 5		
	Leadership Development	Level 6		
	Learning and Development Programs Management	Level 5		
	Operational Excellence	Level 5		
	Organizational Diagnosis	Level 6		
	Project Management	Level 5		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 5		
	Stakeholder Engagement and Management	Level 5		
	Strategic Workforce Planning	Level 5		
	Technology Integration	Level 5		



The information contained in this document serves as a guide.

# Manager, Learning and Development

## ✕ Occupation: Manager

The Manager, Learning and Development (L&D) is responsible for developing L&D plans, based on the assessment of developmental areas for the workforce to meet business requirements to narrow the gap between People's current competencies versus the required competencies for their present and/or future roles.

They leverage Skills Frameworks in creating learning roadmaps and integrating with learning programs under the team's purview. Their responsibilities cover the entire gamut of L&D function from needs analysis, curriculum development, content design, materials buildout, training delivery, evaluation, and double ROI (Return On Investment and Ripple Of Impact) analysis. They will work closely with other People Leaders especially the Talent Management and Organization Development Managers for the identification of People interventions to be championed by L&D.

The Manager, Learning and Development is passionate about building capabilities in others and harnesses appropriate resources to do so. They are highly skilled at engaging and building relationships with others within, and beyond, their team, thereby promoting a collaborative and cooperative work environment.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Learning and Development (L&D)	<p>Lead the analysis of the results of the learning needs analysis with L&amp;D team to assess People's current capabilities and areas of development required to deliver against the organization's strategy, business restructuring, and plans.</p> <p>Develop customized L&amp;D programs, plans, and curricula to improve overall workforce capabilities for current and future roles, and to promote lifelong learning.</p> <p>Recommend and implement innovative and creative L&amp;D channels and technology to engage learners and increase the effectiveness of L&amp;D interventions.</p> <p>Equip supervisors and line managers with the skills and tools to mentor, train, and provide job coaching.</p> <p>Project lead and manage the development of end-to-end Learning Management System (LMS) program ensuring compliance to 3Es — Economy (spending less), Efficiency (spending well) and Effectiveness (spending wisely)</p> <p>Develop robust Onboarding and Offboarding programs aligned with the Employee Experience strategies.</p> <p>Analyze learning effectiveness evaluation data to derive insights on the effectiveness and double ROI (Return On Investment and Ripple Of Impact) of L&amp;D programs and recommend improvement actions to improve L&amp;D strategies</p>	<p>In accordance with:</p> <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 &amp; RA9442- Magna Carta for Disabled Persons</li> <li>RA7877: Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710- Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS)</li> <li>RA10968PQF Law and its IRRS</li> </ul>
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	<p>Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.</p> <p>Contribute towards building the corporate branding for DEIB in all L&amp;D collaterals.</p> <p>Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.</p>	
	Undertake analytics and insights	<p>Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.</p> <p>Resolve data availability and data quality challenges with data cleansing techniques.</p> <p>Consolidate the identified People Developmental areas from PMS (Performance Management System), Succession Planning, Strategic Objectives and Plans, and Competency Inventory to come up with L&amp;D program offerings and prioritize them accordingly.</p> <p>Analyze financial and People data by employing data mining, modeling, predictive analytics, and benchmarking tools and techniques to create insights and foresight to guide decision-making.</p> <p>Develop insightful presentations derived from data analytics and L&amp;D metrics benchmarking using dashboards or data visualization tools.</p> <p>Stay well informed of local and global L&amp;D trends to provide further benchmarking insights on data analysis outcomes.</p> <p>Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.</p>	

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<b>Critical Work Functions and Key Tasks / Required Knowledge</b>	Manage relationships and communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.
		Develop communication material/ information kits for the L&D programs/ activities to convey desired messages clearly and effectively to the targeted audience.
		Present and communicate with impact and empathy through clarity in messages, and engage the audience through active listening and inquiry.
		Demonstrate empathy and respect when handling difficult conversations, dilemmas, or paradoxes.
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.
		Establish credibility by gaining the confidence of others through a demonstration of business and technical knowledge.
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.
	Manage technology use and operational excellence	Review the range of L&D services against their corresponding L&D service delivery channels critically to identify opportunities for continuous improvement of service quality or cost reduction.
		Implement and operate various aspects of the L&D operating model to deliver L&D services as set out in the service management framework and per People policies.
		Implement L&D transformation programs to improve the effectiveness of People service delivery and cost efficiency for the organization.
	Integrate Skills Framework across Learning and Development plans and programs	Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.
		Leverage Skills Maps of the Skills Frameworks to identify gaps in People gaps and develop L&D interventions.
		Create L&D intervention roadmaps concerning Career Maps and Skills Maps of the Skills Framework.
		Develop L&D interventions regarding Functional and Enabling Competencies of the Skills Frameworks.
		Plan L&D interventions per Skills Maps of the Skills Frameworks.
	Manage team operations and performance	Translate the long-term objectives for the L&D function into operational and tactical plans.
		Manage team resources to ensure adequate staffing and capability levels and ensure succession management within the team.
		Monitor the function's financial resources against allocated budgets and forecasts.
		Set individual objectives, periodically reviewing and assessing the performance of direct reports.
		Provide coaching and advice to junior team members.
		Assess the feasibility of proposals to improve internal workflows.
		Justify the resources required to support changes in resources, procedures, systems, or technology within the function.
		Ensure compliance with applicable laws, regulations and policies.
		Create recognition program for L&D Team.
		Manage internal stakeholders in congruence with external stakeholders to achieve shared goals.

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Coaching and Mentoring	Level 3	Communication	Advanced
	Competency Framework Development	Level 4	Creative Thinking	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Developing People	Advanced
	Group Dynamics Facilitation	Level 4	Influence	Intermediate
	Human Resources Strategy Formulation	Level 4	Learning Agility	Advanced
	Knowledge Management	Level 4	Transdisciplinary Thinking	Intermediate
	Leadership Development	Level 5		
	Learning and Development Programs Management	Level 5		
	Learning Needs Analysis	Level 4		
	On-boarding	Level 5		
	Performance Management	Level 3		
	Talent Management	Level 4		
	Voluntary Exit Management	Level 4		
	Secondary:			
	Business Acumen	Level 4		
	Career Coaching	Level 4		
	Career Framework Design	Level 4		
	Data Collection and Preparation	Level 4		
	Data Governance	Level 4		
	Employee Communication	Level 3		
	Financial Acumen	Level 3		
	Human Resources Advisory	Level 4		
	Human Resources Analytics and Insights	Level 3		
	Human Resources Digitalization	Level 4		
	Human Resources Policies and Legislation and Framework Management	Level 4		
	Human Resources Practices Implementation	Level 3		
	Human Resources Service Quality Management	Level 4		
	Learning and Development Strategy	Level 6		
	Operational Excellence	Level 4		
	Project Management	Level 4		
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	Level 4		
	Strategic Workforce Planning	Level 4		
	Succession Management	Level 4		
	Talent Capability Assessment	Level 4		
	Technology Integration	Level 4		

# Specialist, Learning and Development

## ✕ Occupation: Specialist

The Specialist, Learning and Development (L&D)'s primary role is to implement and deliver L&D programs. They have a firm understanding of the business and can identify opportunities where L&D can add value to the organization. They prioritize learning needs, based on current and future capability requirements, liaise with line managers for the development of learning program materials, select suitable internal trainers and external vendors, identify appropriate training facilities, and provide the necessary support for Project Management of different learning programs through the use of systematic methodologies. They may be assigned to deliver training programs suited to their interest and capabilities.

They manage the communication of learning calendars and employee participation across various learning programs and analyze evaluation scores and post-learning feedback from the employees. They assist in talent assessment to identify key talents (High Performer with High Potential) and program implementation for key talents and support the organizational People function in implementing programs for succession planning in collaboration with the Talent Management Team. They administer on-boarding and off-boarding programs aligned with the Employee Experience strategies. They deliver learning programs in relation to Occupational and Safety standards.

As someone who is people-oriented, the Specialist, L&D thrives in a team environment and is confident in engaging and building relationships with various stakeholders. They are eager to serve and enjoy critically analyzing and solving problems at the workplace to meet others' needs. They are the go-to-persons for all matters related to L&D.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Analyze workforce learning need	Implement formal learning needs analysis through the conduct of the survey, Focus Group Discussions (FGDs), and consolidation of identified developmental requirements from the organization's Performance Management System (PMS).	In accordance with: <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 and RA9442-Magna Carta for Disabled Persons</li> <li>RA7877:Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710-Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS</li> <li>RA10968PQF Law and its IRRS</li> </ul>
		Analyze with the L&D Manager data gathered from learning needs analysis to recognize competency requirements and to identify gaps between employees' current competencies and required competencies.	
		Incorporate profiling tools into the learning needs analysis process.	
		Prioritize delivery of learning programs to address learning needs based on current and future business requirements.	
	Coordinate learning programs	Facilitate the development of materials in collaboration with content experts for learning programs about Functional and Enabling Skills and Competencies (FSCs and ESCs) of the Skills Frameworks.	
		Work with business units to develop business case course content.	
		Manage Learning Management Systems (LMS) including updating of e-learning contents, curation and marketing of self-paced and experience-based learning.	
		Recommend or shortlist external learning vendors' learning to find the most suitable vendor.	
		Select suitable internal and/or external trainers in consultation with business units.	
		Monitor budgets for learning programs and availment of learning stipends.	
		Manage virtual, hybrid or blended learning community platforms.	
		Liaise with internal trainers and external vendors for scheduling and conducting courses.	
	Support learning programs delivery	Communicate and/or market the L&D program offerings including program description, courses' schedules, and course objectives to employees.	
		Check employee's completion of prerequisites (if any) before admission to any learning programs.	
		Track the usage of technology in learning programs.	
		Liaise with internal and external trainers on resources and logistical arrangements.	
		Analyze employee participation rates to complement overall evaluation of learning programs.	
		Develop post-learning feedback forms using learning systems.	
		Manage L&D vendors	
		Audit completion of mandated learning courses, and identify lapses for enhancements.	

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Manage Onboarding and Offboarding	Formulate a checklist for onboarding and offboarding.	
	Monitor onboarding and offboarding activities.	
	Analyze onboarding surveys and provide recommendations on its continuous improvement.	
	Analyze exit interview feedback and provide recommendations for L&D programs	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Collection and Preparation	Level 4	Adaptability	Intermediate
	Data Management	Level 3	Communication	Intermediate
	Employee Communication Management	Level 2	Customer Orientation	Intermediate
	Group Dynamics Facilitation	Level 4	Learning Agility	Intermediate
	Human Resources Practices Implementation	Level 3	Self Management	Intermediate
	Learning and Development Programs Management	Level 3	Transdisciplinary Thinking	Intermediate
	Learning Needs Analysis	Level 3		
	Onboarding	Level 4		
	Voluntary Exit Management	Level 3		
	Secondary:			
	Business Acumen	Level 3		
	Career Coaching	Level 3		
	Career Framework Design	Level 3		
	Competency Framework Development	Level 3		
	Digital Marketing and Communications	Level 3		
	Employee Mobility Management	Level 3		
	Human Resources Analytics and Insights	Level 2		
	Human Resources Policies and Legislation Framework Management	Level 3		
	Human Resources Systems Management	Level 3		
	Involuntary Exit Management	Level 3		
	Operational Excellence	Level 3		
	Performance Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		
	Succession Management	Level 3		
Talent Capability Assessment	Level 3			
Technology Integration	Level 3			

The information contained in this document serves as a guide.



# Manager, Organization Development

## ✕ Occupation: Manager

The Manager, Organization Development's responsibilities require a high level of innovation, insight and creativity. They are creative, visionaries, and innovation managers. They are effective strategists who are full of ideas and possibilities; see multiple futures; have broad interests and knowledge; can both create and bring exciting ideas to market; comfortable speculating about alternative futures without all of the data. They act as internal consultants to executives, leaders, and staff on issues related to improving effectiveness, including but not limited to: management systems, conflict resolution, organization engagement and health, staff development, and organizational change

They liaise with stakeholders to communicate and implement organization development and/or change interventions to ensure that the organization's strategy and plans are delivered effectively and efficiently. In addition, they are responsible for managing team operations and performance and leverages Skills Frameworks in creating change intervention or roadmaps and integrating with People, Process, Technology and Facilities (PPTF) programs under the team's purview.

They are closely involved with the determination of the organization's desired future state. They contribute to the design and delivery of PPTF strategies and the management of change in support of the organization's strategic and operational plans, providing frameworks, policy papers, flowcharts, organizational setup, and job descriptions.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Manage Organization Development (OD)	Manage organization diagnosis to assess and analyze the current state and identify opportunities for organization development and/or change interventions.	In accordance with: <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 and RA9442-Magna Carta for Disabled Persons</li> <li>RA7877:Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710-Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS)</li> <li>RA10968PQF Law and its IRRs</li> </ul>
		Introduce the diagnostic framework to the Executive Management Team (EMT) who will serve as Subject Matter Experts (SMEs) of their respective functions.	
		Propose, plan and execute organization development and/or change interventions to drive and facilitate organization development and/or change towards the organization's desired future state.	
		Monitor the progress and evaluate the effectiveness of organization development and/or change interventions.	
		Execute broad-based communications strategy to articulate the business case, importance, and impact of organization development and/or change interventions on the overall business objectives.	
		Conduct stakeholder analysis and execute stakeholder engagement activities to manage highly influential stakeholders to support organization development and/or change interventions.	
		Showcase financial budget and double ROI (Return Of Investment and Ripple Of Impact) on all OD interventions.	
		Monitor and assess the 2nd ROI (Ripple Of Impact) of OD strategy and programs in the implementation of People, Process, Technology and Facilities (PPTF) interventions.	
	Manage Diversity, Equity, Inclusion and Belonging (DEIB)	Incorporate and build DEIB Management principles into People policies, translating these policies into day-to-day practices in the workplace.	
		Put a system in place to periodically evaluate/audit the organization's compliance to set and approve DEIB policies.	
		Plan and execute DEIB related activities that are compliant with DEIB policies and embrace DEIB culture.	
		Contribute towards building the corporate brand for DEIB in all communications with stakeholders, respecting differences in perspectives and opinions.	
	Undertake analytics and insights	Promote effective working relationships with people of diverse gender identities, races, languages, practices, preference, social styles, religions, or cultures, embracing differences in perspectives, traditions, and culture, and adopting an open mindset, resilience and adaptability at all times.	
		Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.	
		Resolve data availability and data quality challenges with data cleansing techniques.	
		Guide the organization's leaders on how to come up with action plans to address issues raised by employees through relevant surveys and/or feedback mechanisms.	

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		Analyze Financial and People data by employing data mining, modeling, predictive analytics, and benchmarking tools and techniques to create insights and foresight to guide decision-making.
		Correlate Financial and People data to design People metrics, identify causal relationships, analyze trends, develop forecasts and projections, and draw insights and foresight for decision-making.
		Develop insightful presentations derived from data analytics and People metrics benchmarking using dashboards or data visualization tools.
		Stay well informed with local and global People trends and developments to provide further benchmarking insights on data analysis outcomes.
		Derive relevant insights from analysis and recommend enhancements to the organization's People practices taking into consideration the business context and operating environment.
	Manage relationships and communication	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.
		Develop communication material/ information kits for the People programs/ activities to convey desired messages clearly and effectively to the targeted audience.
		Present and communicate with impact and empathy through clarity in messages, and engage the audience through active listening and inquiry.
		Demonstrate empathy and respect when handling difficult conversations, dilemmas, or paradoxes.
		Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.
		Establish credibility by gaining the confidence of others through a demonstration of business and technical knowledge.
		Build trust (being a trusted advisor) through assisting key stakeholders in solving people-related issues successfully.
	Manage technology use and operational excellence	Review the range of People services against their corresponding People service delivery channels critically to identify opportunities for continuous improvement of service quality or cost reduction.
		Implement and operate various aspects of the People operating model to deliver People services as set out in the service management framework and in accordance with People policies.
		Implement People transformation programs to improve the effectiveness of People service delivery and cost efficiency for the organization.
	Integrate skills frameworks across organizational development plans and programs	Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.
		Leverage Skills Maps of the Skills Frameworks to identify gaps in PPTF and develop change interventions.
		Create change intervention roadmaps concerning Career Maps and Skills Maps of the Skills Framework.
		Develop holistic interventions regarding Functional and Enabling Competencies of the Skills Frameworks.
		Plan organization development interventions per Skills Maps of the Skills Frameworks.
	Manage team operations and performance	Translate the long-term objectives for the Organization Development function into tactical plans.
		Manage team resources to ensure adequate staffing and capability levels and ensure succession management within the team.
		Ensure compliance with applicable laws, regulations and policies.
		Monitor the function's financial resources against allocated budgets and forecasts.
		Set individual objectives, periodically reviewing and assessing the performance of direct reports.
		Provide coaching and advice to junior team members.
		Assess the feasibility of proposals to improve internal workflows.
		Justify the resources required to support changes in resources, procedures, systems, or technology within the function.
		Manage internal stakeholders in congruence with external stakeholders to achieve shared goals.

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Coaching and Mentoring	Level 4	Building Inclusivity	Advanced
	Competency Framework Development	Level 4	Collaboration	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 5	Global Perspective	Intermediate
	Employee Communication	Level 3	Influence	Advanced
	Group Dynamics Facilitation	Level 5	Sense Making	Intermediate
	Human Resources Advisory	Level 4		
	Human Resources Practices Implementation	Level 3		
	Human Resources Strategy Formulation	Level 4		
	Knowledge Management	Level 5		
	Organizational Change Management	Level 6		
	Organizational Culture Development	Level 5		
	Organizational Design	Level 5		
	Organizational Diagnosis	Level 6		
	Project Management	Level 6		
	Systems Thinking	Level 4		
	Secondary:			
	Business Acumen	Level 5		
	Career Coaching	Level 4		
	Career Framework Design	Level 4		
	Data Collection and Preparation	Level 4		
	Data Governance	Level 4		
	Financial Acumen	Level 3		
	Human Resources Analytics and Insights	Level 3		
	Human Resources Digitalization	Level 4		
	Human Resources Policies and Legislation Framework Management	Level 4		
	Human Resources Service Quality Management	Level 4		
	Leadership Development	Level 5		
	Operational Excellence	Level 4		
	Performance Management	Level 4		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	Level 4		
	Strategic Workforce Planning	Level 4		
	Talent Capability Assessment	Level 4		
	Talent Management	Level 5		
	Succession	Level 4		
	Technology Integration	Level 4		



The information contained in this document serves as a guide.

# Specialist, Organization Development

## ✕ Occupation: Specialist

The Organization Development (OD) Specialist's primary responsibility is to perform systematic OD internal consulting methods (diagnosis, problem identification, analysis, solution generation, and closure). They will provide advice on how to handle/resolve commonly experienced change issues. They will facilitate action planning for identified improvement areas as voiced out by employees via related employee surveys, during focus group discussions (FGDs), and/or feedback mechanisms. They will monitor the implementation of all action plans related to OD covering the areas of PPTF (People, Process, Technology and Facilities). They are immersed with the organizational development of the business, including performance management, leadership development, and identifying and nurturing internal key talents.

Being people-oriented, the Specialist, OD thrives in a team environment and is confident in engaging and building relationships with various stakeholders. They are eager to serve and enjoy critically analyzing and solving problems at the workplace to meet others' needs. They are the go-to-persons for all matters related to OD.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Support Organization Development activities	Under the guidance and direction of the OD Manager, write sound People policies and processes and ensure they are written following an acceptable format.	In accordance with: <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 and RA9442-Magna Carta for Disabled Persons</li> <li>RA7877:Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710-Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS)</li> <li>RA10968PQF Law and its IRRS</li> </ul>
		Roll out approved policy papers ensuring understanding and buy-in of everyone.	
		Ensure that all jobs within the organization are covered with job descriptions, which are relevant and periodically updated.	
		Keep the integrity of organizational structures ensuring hierarchy and reporting structure are spelled out and communicated to everyone.	
		Develop and manage and/or contribute to communications to support organizational change initiatives including but not limited to publications and notice board announcements.	
		Develop programs designed to gauge and report on employee opinions and concerns and provide an open feedback mechanism to quantify results.	
	Gather relevant data and create action plan	Collaborate with the People team and business leaders to identify opportunities for process improvement to achieve goals efficiently and to develop and execute an incorporated approach to development, learning, and talent management.	
		Develop/manage/administer/monitor survey, process and metrics that will enable the organization to track Employee Engagement and Experience.	
		Collect qualitative data using FGDs.	
		Assist with the action planning process for the employee survey and FGDs results, providing feedback on the projected impact of the proposed action.	
		Identify and recommend appropriate interventions to address PPTF issues.	
		Ensure effective administration of the survey during the survey cycle in partnership with People leaders and other leaders.	
	Support talent development	Serve as a subject matter expert on survey results.	
		Provide ongoing trend analysis regarding employee experience and engagement-related issues, progress, and future concerns to key stakeholders.	
		Responsible for concepts, processes, and tools, which support building engagement (e.g., engagement survey, new hire, and exit surveys).	
		Recommend assessment tools to identify high-potential talent to People Leaders.	
		Review suitability of assessment tools for the assessment objectives and target population	
		Assist the Talent Management team in implementing assessment tools.	
		Analyze assessment data to Key Talents (high performer-high potential) in the organization about Skills Maps of the Skills Frameworks.	
		Create a system to share employees' assessment results with their line managers.	
		Take part in the creation of Key Talent programs.	

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	Assist in succession planning program	Assist in developing tools and programs for succession planning.	
		Analyze stakeholder inputs on critical roles and succession criteria.	
		Help in the creation of implementation strategies of structured and customized succession plans.	
		Recommend tracking methods of succession plans.	
		Analyze the performance of successors in new roles.	
		Identify gaps and areas of improvement in the succession plan program.	
		Analyze exit interview feedback and provide recommendations.	

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Management	Level 3	Building Inclusivity	Intermediate
	Diversity, Equity, Inclusion and Belonging Management	Level 3	Communication	Intermediate
	Employee Communication Management	Level 3	Global Perspective	Intermediate
	Group Dynamics Facilitation	Level 4	Influence	Intermediate
	Knowledge Management	Level 3	Sense Making	Intermediate
	Organizational Change Management	Level 3		
	Organizational Culture Development	Level 4		
	Organizational Design	Level 4		
	Organization Diagnosis	Level 4		
	Talent Management	Level 4		
	Secondary:			
	Business Acumen	Level 3		
	Career Coaching	Level 3		
	Career Framework Design	Level 3		
	Competency Framework Development	Level 3		
	Data Collection and Preparation	Level 4		
	Digital Marketing Communication	Level 3		
	Human Resources Analytics and Insights	Level 2		
	Human Resources Policies and Legislation Framework Management	Level 3		
	Human Resources Practices Implementation	Level 2		
	Human Resources Systems Management	Level 3		
	Involuntary Exit Management	Level 4		
	Operational Excellence	Level 3		
	Performance Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		
	Succession Management	Level 4		
	Talent Capability Assessment	Level 3		
Technology Integration	Level 3			
Voluntary Exit Management	Level 3			

# Associate, Learning and Organization Development

## ✕ Occupation: Associate

The Associate, Learning and Organization Development assists in procuring training programs and documenting learning needs in the organization, maintaining organizations' learning systems, and providing administrative support in conducting learning programs and administering related employee surveys. They manage resources and logistics for delivering learning programs and organizational development (OD) interventions. They collate data from employee surveys to assist in the formulation of OD interventions. They collect data from learning evaluation surveys to measure learning programs' effectiveness. They also respond to employee queries that are related to OD activities, and learning programs.

The Associate, Learning and Organization Development enjoys working in a team environment and interacts proactively with various stakeholders. They are eager to explore and analyze problems and can communicate information clearly and concisely to meet others' needs at the workplace.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Study People learning needs	Collate data from line managers about current competencies of their employees.	In accordance with: <ul style="list-style-type: none"> <li>Occupational Safety and Health Regulations 1996 (the OSH regulations)</li> <li>PD966-International Convention on the elimination of all forms of racial discrimination</li> <li>RA6725-Prohibition against discrimination against female employees</li> <li>RA7277 and RA9442-Magna Carta for Disabled Persons</li> <li>RA7877:Anti-sexual harassment act of 1995</li> <li>RA8371- Indigenous Peoples Rights Act 1997</li> <li>RA9710-Magna Carta for Women</li> <li>RA10173 Data Protection Act (DPA) of 2012</li> <li>RA10911-Eliminating age discrimination in employment</li> <li>RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS)</li> <li>RA10968PQF Law and its IRRS</li> </ul>
		Utilize profiling tools to identify workforce learning needs.	
		Document learning needs to support the identification of learning programs.	
		Compute learning expenses against allocated budgets.	
	Coordinate learning programs	Document learning programs to maintain a database .	
		Maintain LMS (Learning Management System) to monitor participation.	
		Liaise with nominated internal trainers on learning requirements and ensure logistical requirements are fulfilled, including but not limited to training materials, training venue, training equipment, meals, attendance sheet, evaluation forms, hand-outs, etc.	
		Source for external learning vendors for learning programs.	
	Support learning programs delivery	Maintain learning programs schedules.	
		Assist in the implementation of onboarding and offboarding.	
		Register employees for learning courses.	
		Coordinate resources and logistics for learning courses.	
		Maintain learning resources inventory.	
		Send learning course instructions and reminders to employees.	
		Track employee participation rates in learning programs.	
		Generate learning and post-learning reports through evaluation survey findings.	
	Support OD activities	Coordinate policy roll-outs sessions and monitor attendance compliance.	
		Schedule Focus Group Discussions (FGDs) and document minutes of sessions.	
		Monitor response rate of all OD related surveys.	
		Maintains master copy of Organizational Structures, Job Descriptions and People Policies.	
		Respond to employee queries relating to OD activities.	
		Provide administrative and coordination support for OD activities.	

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Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Collection and Preparation	Level 2	Communication	Basic
	Data Management	Level 2	Customer Orientation	Basic
	Involuntary Exit Management	Level 2	Learning Agility	Basic
	Learning and Development Programs Management	Level 2	Self Management	Basic
	Learning Needs Analysis	Level 3	Secondary:	
	Onboarding	Level 2	Problem Solving	Basic
	Voluntary Exit Management	Level 2		
	Secondary:			
	Employee Communication	Level 2		
	Human Resources Analytics and Insights	Level 2		
	Human Resources Practices Implementation	Level 2		
	Human Resources Systems Management	Level 2		
	Performance Management	Level 2		
	Skills Framework Adoption	Level 2		
	Stakeholder Engagement and Management	Level 2		



# Benefits Management

Manage the implementation, review and administration of benefits to employees

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WEN-2001-1.1	PHC-WEN-3001-1.1	PHC-WEN-4001-1.1	PHC-WEN-5001-1.1	
FSC Proficiency Description		Prepare data required for benefits management	Administer benefits to employees	Establish benefits management processes	Develop benefits program and processes	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of benefits available to employees</li> <li>Benefits system procedures</li> <li>Documentation required for administering benefits management</li> </ul>	<ul style="list-style-type: none"> <li>Statutory benefits and their applications</li> <li>Organizational policies that impact the benefits management processes</li> <li>Legal and ethical considerations related to benefits data</li> <li>Privacy and confidentiality considerations that govern all benefits-related transactions</li> <li>Impact of benefits management on employees and the organization</li> </ul>	<ul style="list-style-type: none"> <li>Legislations related to employee benefits</li> <li>Organizational policies and procedures impacting benefits requirements</li> <li>Benefits plan design</li> <li>Components of benefits programs</li> <li>Benefits policies and processes</li> <li>Formulas to calculate benefit payout</li> <li>Models and methods for managing benefits systems</li> <li>Market trends and developments related to benefits strategy</li> <li>Methods and techniques used in evaluating benefits policies, processes and programs</li> </ul>	<ul style="list-style-type: none"> <li>National manpower policies related to benefits management</li> <li>Relationship between benefits and organizational strategies</li> <li>Emerging trends and developments impacting benefits management</li> <li>Types of analysis for evaluating benefits management processes</li> <li>Models and methods for measuring the effectiveness of benefits processes</li> </ul>	

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# Benefits Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Gather information required to perform benefits calculation</li> <li>Input data into benefits system to support processing activities</li> <li>Check benefits documentation received from employees with organizational policies</li> <li>Track benefits administered to employees</li> <li>Update records to ensure accuracy and completion of benefits processing</li> <li>Gather feedback from employees on benefits schemes</li> <li>Source for external vendors for benefits programs</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate information required to perform benefits calculation</li> <li>Assign benefits entitlements to employees based on eligibility</li> <li>Calculate benefits</li> <li>Reconcile calculations with benefits allocations to ensure accurate disbursement of benefits</li> <li>Resolve queries pertaining to benefits eligibility</li> <li>Ensure legitimate use of benefits systems</li> <li>Engage authorized parties to obtain approval for benefits claims</li> <li>Activate payments in accordance with organizational policies and procedures</li> <li>Analyze employee feedback to share insights with seniors</li> <li>Prepare contracts with benefits vendors</li> </ul>	<ul style="list-style-type: none"> <li>Translate benefits design strategies into benefits programs which reflects organization and labor market conditions</li> <li>Develop processes and procedures which support the benefits structure</li> <li>Implement benefits programs aligned to organization's total remuneration strategies</li> <li>Manage in-house benefits administration team to ensure accurate and timely administration of benefits</li> <li>Verify benefits calculations and documentations to audit anomalies</li> <li>Approve benefit claims in accordance with organizational policies and procedures</li> <li>Liaise with benefits vendors to renew or end contracts</li> <li>Develop processes and systems for gathering data and feedback on benefits programs effectiveness</li> <li>Evaluate existing benefits programs and processes</li> <li>Recommend improvements to benefits management and administration processes</li> </ul>	<ul style="list-style-type: none"> <li>Review emerging benefits trends and processes to understand current market</li> <li>Formulate benefits design strategies and policies</li> <li>Align benefits policies, processes and programs with prevailing legislation to ensure compliance</li> <li>Ensure benefits programs and practices are in line with organizational budgets</li> <li>Engage key stakeholders to gain approval on benefits programs</li> <li>Analyze measurement data and feedback to identify potential improvements</li> <li>Refine benefits management programs, policies and processes</li> </ul>	

# Business Acumen

Integrate business priorities, perspectives and desired outcomes with human resource (HR) decisions, operations and activities to drive HR initiatives from a business angle.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3001-1.1	PHC-HRP-4001-1.1	PHC-HRP-5001-1.1	PHC-HRP-6001-1.1
FSC Proficiency Description			Implement human resource (HR) programs and activities in alignment with business strategies	Drive business agenda for human resource (HR) plans and programs	Design human resource (HR) plans and initiatives in alignment with organization's strategic direction	Influence business strategies by providing inputs related to workforce agenda
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Business terms and concepts</li> <li>Techniques to analyze business documents</li> <li>Role of the HR function in relation to the business</li> <li>Benchmarks of organization's competitive market</li> <li>Implications of HR processes on business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Elements of business case</li> <li>Business case formulation techniques</li> <li>Cost-benefit analysis techniques</li> <li>Resource planning methodologies</li> <li>Measures of HR program impact</li> <li>HR programs that contribute towards achieving business strategies</li> </ul>	<ul style="list-style-type: none"> <li>Methods to design HR plans and initiatives</li> <li>Industry and macro/micro economic trends related to HR services and programs</li> <li>Business implications of HR plans</li> <li>Processes of translating business strategies into implementation plans</li> <li>Implications of labor regulations</li> </ul>	<ul style="list-style-type: none"> <li>Organization's business philosophy and strategies</li> <li>Strategy development processes and considerations</li> <li>Relationship between HR and business strategies</li> </ul>
Skills Application			<ul style="list-style-type: none"> <li>Interpret business documents to gain understanding and insights into the business</li> <li>Implement HR decisions and activities taking into consideration impact on business strategies</li> <li>Analyze immediate impact of HR activities and decisions on employees and the business</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and opportunities for HR programs that impact business operations</li> <li>Determine resources required to implement HR plans and programs</li> <li>Analyze costs and benefits of HR plans and programs from a business angle</li> <li>Develop business cases for HR plans and decisions based on understanding of key business priorities and drivers</li> <li>Evaluate impact of HR plans and programs on workforce and business performance</li> <li>Recommend enhancements to strengthen the impact of HR plans and programs</li> </ul>	<ul style="list-style-type: none"> <li>Analyze emerging industry trends and their potential impact on the business</li> <li>Provide HR-focused inputs for business strategy development</li> <li>Design HR plans that provide competitive edge and sustainability that support organizational strategy</li> <li>Align HR program objectives with business priorities</li> <li>Advise senior stakeholders on HR matters to support business objectives</li> </ul>	<ul style="list-style-type: none"> <li>Shape organizations' business strategies with inputs related to business and people agenda</li> <li>Assess organization's current and future core capabilities to deliver business strategies</li> <li>Align HR strategies with business priorities</li> <li>Influence stakeholders to seek buy-in and support for strategic people investments and decisions</li> <li>Drive business decisions from a HR and workforce capability perspective</li> </ul>

# Career Coaching

Provide career coaching programs to develop talent.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3001-1.1	PHC-WDE-4001-1.1	PHC-WDE-5001-1.1	
FSC Proficiency Description			Implement career coaching programs	Develop career coaching programs	Establish career coaching philosophy and strategies	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Principles of career development</li> <li>Guidelines for career progression</li> <li>Resources required to support career coaching</li> <li>Market trends and developments related to career planning tools and processes</li> <li>Models, methods and tools related to employee assessment</li> <li>Performance records of employees</li> <li>Organization's human resource (HR) frameworks related to competencies and performance management</li> <li>Legal and ethical considerations related to career coaching</li> </ul>	<ul style="list-style-type: none"> <li>Organizational strategies and objectives</li> <li>Market trends impacting career development</li> <li>Components of career planning toolkits</li> <li>Statistical analysis tools and techniques for evaluating the effectiveness of career coaching services</li> </ul>	<ul style="list-style-type: none"> <li>Elements of career philosophy</li> <li>Industry best practices in career coaching</li> </ul>	

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# Career Coaching

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Engage stakeholders to identify issues related to career management</li> <li>Communicate career coaching tools to line managers and services to employees</li> <li>Assess employees skills and experience against required competencies of their job roles</li> <li>Identify appropriate career development options</li> <li>Support the implementation of career development plans</li> <li>Verify that the privacy and confidentiality of career coaching records are maintained</li> <li>Analyze data related to costs and effectiveness of career coaching programs</li> </ul>	<ul style="list-style-type: none"> <li>Develop career coaching programs and toolkits</li> <li>Align career coaching programs to the Organization's plans and objectives</li> <li>Equip line managers and supervisors with coaching skills to provide career development advice</li> <li>Conduct difficult conversations where necessary as part of providing career feedback</li> <li>Develop privacy and confidentiality policies related to career coaching records</li> <li>Evaluate costs and effectiveness of career coaching programs</li> <li>Identify potential improvements and enhancements to the career coaching programs</li> </ul>	<ul style="list-style-type: none"> <li>Determine the career coaching philosophy</li> <li>Establish the strategies for career coaching</li> <li>Direct development of career coaching programs</li> <li>Chart career coaching plans for senior stakeholders</li> <li>Enhance career coaching programs</li> </ul>	



# Career Framework Design

Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3002-1.1	PHC-WDE-4002-1.1	PHC-WDE-5002-1.1	
FSC Proficiency Description			Develop detailed descriptions for competencies at various proficiency levels	Design career frameworks within an organization	Facilitate the development of organization-wide career frameworks	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Concepts of career framework</li> <li>Benefits of career framework</li> <li>Job families, job levels and job competencies</li> <li>Guidelines for career progression</li> </ul>	<ul style="list-style-type: none"> <li>Principles of career development</li> <li>Career pathing techniques</li> <li>Processes for clarifying job responsibilities</li> <li>Organization and department strategies and objectives</li> <li>Market trends impacting career development</li> <li>Tools and techniques for evaluating the effectiveness of career framework</li> </ul>	<ul style="list-style-type: none"> <li>Organization's business and people agenda</li> <li>Macro trends impacting career development strategies</li> <li>Impact of career development frameworks on the overall employee value proposition (EVP)</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Analyze current career movements</li> <li>Support the development of career frameworks</li> <li>Prepare guidelines for career progression</li> <li>Communicate career frameworks to the workforce to generate awareness</li> <li>Incorporate enhancements to career pathways</li> <li>Maintain components of career frameworks to ensure relevance of information for use</li> </ul>	<ul style="list-style-type: none"> <li>Engage stakeholders to identify key job information</li> <li>Identify links between jobs based on key competencies</li> <li>Design vertical, lateral and diagonal pathways among jobs in the organization</li> <li>Develop guidelines for career progression</li> <li>Identify opportunities for career frameworks to support other human resource (HR) initiatives and programs</li> <li>Educate stakeholders on the benefits of the career frameworks</li> <li>Measure effectiveness of career framework design</li> <li>Review the alignment of the career frameworks to organizational plans and objectives</li> <li>Recommend improvements and enhancements to pathways within the career frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Direct the development of organization-wide career frameworks</li> <li>Align the career frameworks with the overall human resource (HR) strategies</li> <li>Lead the integration of career frameworks with other HR initiatives and programs</li> <li>Endorse refinements to career frameworks to reflect changes in organizational strategy and employee preferences</li> </ul>	

The information contained in this document serves as a guide.

# Coaching and Mentoring

Develop and implement coaching and mentoring approaches to address learner developmental needs

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-LDE-3001-1.1	PHC-LDE-4001-1.1		
FSC Proficiency			Implement coaching and mentoring models and methods to address specific learner development needs	Manage development of coaching and mentoring approaches		
Underpinning Knowledge			<ul style="list-style-type: none"> <li>• Subject matter expertise</li> <li>• Components of individual development plans</li> <li>• Techniques for effective goal setting</li> <li>• Techniques to build trusted relationships</li> <li>• Types of coaching and mentoring techniques and models</li> <li>• Active listening methods</li> <li>• Types of questioning techniques and models</li> <li>• Methods to provide actionable feedback</li> <li>• Methods and tools to track learner development</li> <li>• Legal and ethical considerations and standards related to providing coaching and mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Objectives of providing coaching and mentoring</li> <li>• Processes of developing effective coaching and mentoring approaches</li> <li>• Industry best practices in providing coaching and mentoring</li> <li>• Strategies for developing effective individual development plans</li> <li>• Types of coaching and mentoring strategies</li> <li>• Processes for designing coaching and mentoring guidelines</li> <li>• Impact of coaching and mentoring on learner development</li> <li>• Key success indicators to measure effectiveness of coaching and mentoring in reinforcing desired learning outcomes</li> </ul>		

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# Coaching and Mentoring

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Document developmental gaps and opportunity areas based on learner inputs</li> <li>Co-develop individual development plans</li> <li>Collaborate with learners to set goals</li> <li>Co-define specific development areas</li> <li>Implement coaching and mentoring models and methods to facilitate learner development</li> <li>Deploy tools to track learner development</li> <li>Provide actionable feedback to learners in relation to achievement of development areas</li> <li>Maintain documentation of coaching and mentoring provided to learners</li> <li>Ensure that coaching and mentoring approaches are aligned to legal and ethical standards</li> </ul>	<ul style="list-style-type: none"> <li>Define objectives of providing coaching and mentoring based on desired outcomes</li> <li>Define principles for developing individual development plans</li> <li>Devise coaching and mentoring guidelines aligned to desired outcomes</li> <li>Determine coaching and mentoring models and strategies to be deployed</li> <li>Outline methods and tools to be deployed in tracking learner development</li> <li>Determine measures to assess coaching and mentoring effectiveness</li> <li>Analyze feedback provided to learners to identify trends and improvement areas</li> <li>Evaluate key success indicators to determine effectiveness of coaching and mentoring approaches and processes</li> <li>Recommend improvements to enhance coaching and mentoring approaches</li> </ul>		



The information contained in this document serves as a guide.

# Compensation Management

Manage the implementation, review and administration of compensation to employees

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WEN-2002-1.1	PHC-WEN-3002-1.1	PHC-WEN-4002-1.1	PHC-WEN-5002-1.1	
FSC Proficiency Description		Process data and documentation required for compensation management	Administer compensation to employees	Establish compensation management processes	Develop compensation programmes and processes	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of employee compensation</li> <li>Compensation system procedures</li> <li>Documentation required for administering compensation management</li> <li>Legal and ethical considerations related to compensation management</li> </ul>	<ul style="list-style-type: none"> <li>Legislative policies related to compensation management</li> <li>Compensation program complies with existing labor laws and regulations</li> <li>Features of compensation systems</li> <li>Components of compensation structure</li> <li>Organizational policies and procedures that impact the compensation management processes</li> <li>Privacy and confidentiality considerations that govern all compensation-related transactions</li> <li>Formulas to calculate compensation payout</li> <li>Impact of compensation processes on employees and the organization</li> <li>Organizational procedures on reporting format and templates</li> </ul>	<ul style="list-style-type: none"> <li>Industry codes of practice related to compensation management</li> <li>Organizational policies and procedures impacting compensation requirements</li> <li>Models and methods for managing compensation systems</li> <li>Market trends and developments related to compensation management and processing</li> </ul>	<ul style="list-style-type: none"> <li>Relationship between compensation and organizational strategies</li> <li>Emerging trends and developments impacting compensation management</li> <li>Types of financial analysis for evaluating compensation management processes</li> <li>Models and methods for measuring the effectiveness of compensation processes</li> </ul>	

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# Compensation Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Gather information required to perform compensation calculation</li> <li>Input data into compensation systems to support processing and calculating activities</li> <li>Process routine compensation and related administration reports</li> <li>Disseminate endorsed documentation to relevant parties</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate information required to perform compensation calculation</li> <li>Calculate base salary, allowances and other components of compensation in accordance with organizational policies and procedures</li> <li>Reconcile calculations with compensation allocations to ensure accuracy</li> <li>Review compensation and related administration reports</li> <li>Implement annual review cycles as per plan</li> <li>Deliver reports in the requested formats</li> <li>Engage authorized parties to obtain approval for payments</li> <li>Activate payments in accordance with organizational policies and procedures</li> <li>Update records to ensure accuracy and completion of compensation processing</li> </ul>	<ul style="list-style-type: none"> <li>Identify legal and regulatory requirements impacting compensation management activities</li> <li>Align compensation management activities with legal and regulatory requirements</li> <li>Engage stakeholders to obtain approval on compensation administration procedures</li> <li>Liaise with organizational departments to obtain compensation information</li> <li>Verify compensation calculations and documentation to audit anomalies</li> <li>Resolve issues related to compensation policies and procedures</li> <li>Formulate plans for annual reviews</li> <li>Develop processes and systems for gathering data and feedback on effectiveness of compensation programmes</li> <li>Review current compensation management trends and practices</li> <li>Recommend improvements to compensation management processes</li> </ul>	<ul style="list-style-type: none"> <li>Review emerging compensation management trends and processes to understand current job market</li> <li>Develop compensation structures which reflect organization and labor market conditions</li> <li>Develop processes and procedures which support the compensation structures</li> <li>Engage key stakeholders to gain commitment and approval on compensation processes and procedures</li> <li>Align compensation programmes and practices with organizational budgets</li> <li>Analyze measurement data and feedback to identify potential improvements</li> <li>Refine compensation programmes, policies and processes</li> </ul>	

The information contained in this document serves as a guide.

# Competency Framework Development

Design and develop competency frameworks within organization, ensuring that human resource (HR) programs are aligned to support their application across organization levels and functions

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3003-1.1	PHC-WDE-4003-1.1	PHC-WDE-5003-1.1	
FSC Proficiency Description			Implement competency frameworks in the organization	Facilitate development of competencies and descriptors for the organization	Design architecture of competency frameworks in line with business requirements	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of competencies</li> <li>Elements of a competency framework</li> <li>Different applications of competency frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Interviewing techniques</li> <li>Definition of different proficiency levels</li> <li>Types of competencies and their purpose</li> <li>Competency validation purposes and processes</li> <li>Success factors for competency framework implementation</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in defining competencies</li> <li>Components of a competency framework</li> <li>Applications and uses of a competency framework</li> <li>Competency modelling approaches</li> <li>Methodologies of job analysis</li> <li>Competency development approaches</li> <li>Critical success factors for competency framework development</li> <li>Techniques of integrating competency frameworks</li> <li>Organizational applications of competency frameworks</li> </ul>	

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# Competency Framework Development

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none"> <li>Identify the role of competencies in different HR programs</li> <li>Apply competency frameworks to different human resource (HR) programs and processes</li> <li>Explain uses of competency frameworks to employees</li> <li>Resolve queries related to elements within competency frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Interview incumbents to understand their jobs and the skills needed to perform them</li> <li>Perform job analyzes</li> <li>Identify the relevant proficiency levels for each competency</li> <li>Collaborate with line managers to develop descriptors for competencies across proficiency levels</li> <li>Validate relevance of competencies with key stakeholders</li> <li>Oversee implementation of competency frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Determine objectives and scope of competency frameworks to be developed to support organizational needs and objectives</li> <li>Lead information gathering and job analyzes to identify competencies relevant to the organization</li> <li>Develop competency framework blueprints aligned to organization's learning and development needs</li> <li>Implement competency frameworks to enable learning and development and other human resource (HR) processes</li> <li>Review competency frameworks to refine relevance and applicability</li> <li>Oversee the integration of competency frameworks across the organization's HR programs and processes</li> <li>Secure acceptance and support from senior management on the competency frameworks</li> <li>Advise senior management on how competency frameworks can be applied to business functions and operations</li> </ul>	

# Conduct and Behavior Management

Manage the conduct and behavior of the employees according to the organization's code of conduct, values, ethics, and disciplinary procedures

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WEN-3003-1.1	PHC-WEN-4003-1.1	PHC-WEN-5003-1.1	
FSC Proficiency Description			Educate employees on the Code of Conduct and expected behaviors	Manage conduct and behavior issues in the workplace	Establish guidelines for employee conduct and behavior management	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Organization's Code of Conduct and disciplinary procedures</li> <li>Tripartite guidelines for fair employment practices</li> <li>Legislative requirements related to workplace conduct and behavior</li> <li>Types of workplace misconduct</li> <li>Guidelines for managing misconduct and discipline issues</li> <li>Communication techniques and channels</li> <li>Standard solutions related to workplace conduct and behavior</li> <li>Incident report writing techniques</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in promoting workplace conduct</li> <li>Organizational policies and procedures to manage workplace conduct and discipline</li> <li>Methods and tools for managing workplace conduct and behavior</li> <li>Guidelines for developing organizational policies and procedures</li> <li>Stakeholder engagement techniques and best practices</li> </ul>	<ul style="list-style-type: none"> <li>Legal and ethical considerations related to workplace conduct and behavior</li> <li>Links between the Code of Conduct and business objectives</li> <li>Barriers to proper conduct at the organization, team and individual levels</li> </ul>	

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# Conduct and Behavior Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Provide recommendations to automate processes across warehouse lifecycle</li> <li>Facilitate implementation of new automated procedures with process workflows</li> <li>Review appropriate data sources, tools, and techniques for extracting application support data</li> <li>Develop effective and impactful warehouse automation applications</li> <li>Develop application support policies and procedures</li> <li>Review data to identify trends and key issues for automation enhancements</li> <li>Design user training materials</li> <li>Review, monitor and adjust process parameters, replace process elements, maintain and improve automation systems</li> </ul>	<ul style="list-style-type: none"> <li>Define the expected employee behaviors according to the Code of Conduct</li> <li>Develop the Code of Conduct and discipline policies and procedures, in line with organizational values</li> <li>Integrate the Code of Conduct into the organization's practices</li> <li>Recommend initiatives to promote organizational behaviors, values and ethics</li> <li>Investigate complaints and alleged workplace misconduct</li> <li>Assess the severity of workplace misconduct</li> <li>Address complaints and alleged misconduct</li> <li>Communicate warnings to employees for workplace misconduct</li> <li>Identify stakeholders impacted by workplace misconduct or disciplinary incident</li> </ul>	<ul style="list-style-type: none"> <li>Explore the business impact of upholding proper conduct and ethics</li> <li>Cultivate a professional and ethical work environment and culture</li> <li>Identify strategies for managing and resolving organizational challenges in ethics and conduct</li> <li>Review the Code of Conduct and discipline policies and procedures, in line with organizational values</li> <li>Articulate principles for managing workplace misconduct</li> <li>Engage stakeholders to review the code of conduct and discipline policies and procedures regularly</li> <li>Chair disciplinary hearings to determine appropriate courses of action for severe workplace misconduct</li> <li>Handle employees' appeals against disciplinary actions for workplace misconduct</li> <li>Manage stakeholders impacted by workplace misconduct or disciplinary incident</li> </ul>	

# Conflict Management

Build consensus, maintain the best interests of the organization and apply conflict management techniques to diffuse tensions and achieve resolutions effectively

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WEN-2004-1.1	PHC-WEN-3004-1.1	PHC-WEN-4004-1.1	PHC-WEN-5004-1.1	PHC-WEN-6004-1.1
FSC Proficiency Description		Address questions, understand what drives the behaviors of others in a conflict situation and assess own behavior to minimize conflict occurrences	Facilitate conflict situations through appropriate balance of logic and emotions and oversee behaviors within teams to minimize conflict occurrences	Manage and diffuse conflicts between groups or individuals	Formulate multiple strategies of conflict management, coordinate all parties to resolve the conflicts and assess conflict situations in arriving at compromised solutions	Build consensus among divergent internal and external interests, encourage all parties to resolve conflicts collaboratively and act in the interest of the organization as the highest priority
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Signs, stages and causes of conflicts</li> <li>Legal and ethical considerations relating to conflict resolutions</li> <li>Organizational policies and procedures which provide clarification or assistance in conflict resolution</li> <li>Methods to resolve conflicts</li> <li>Individual roles and accountabilities for resolving conflicts within the team</li> <li>Team member roles and accountabilities for resolving conflicts within the team</li> </ul>	<ul style="list-style-type: none"> <li>Signs, stages and causes of conflicts</li> <li>Conflict resolution techniques</li> <li>Legal and ethical considerations relating to conflict management</li> <li>Organizational policies and procedures which provide clarification or assistance in relation to the management of conflicts</li> <li>Facilitation, communication and negotiation methods for managing conflicts</li> <li>Individual roles and accountabilities for managing conflicts</li> <li>Team leader roles and accountabilities for managing conflicts</li> </ul>	<ul style="list-style-type: none"> <li>Signs, stages and causes of conflicts</li> <li>Conflict resolution techniques</li> <li>Legal and ethical considerations relating to conflict management</li> <li>Organizational policies and procedures which provide clarification or assistance in relation to the management of conflicts</li> <li>Facilitation, communication and negotiation methods for managing conflicts</li> <li>Scope of responsibilities as the manager of a department or cross functional team, in leading and managing several work teams or projects</li> </ul>	<ul style="list-style-type: none"> <li>Signs, stages and causes of conflicts</li> <li>Conflict resolution techniques</li> <li>Legal and ethical considerations relating to conflict management</li> <li>Organizational policies and procedures which provide clarification or assistance in relation to the management of conflicts</li> <li>Facilitation, communication and negotiation methods for managing conflicts</li> <li>Managerial roles and accountabilities for managing conflicts</li> </ul>	<ul style="list-style-type: none"> <li>Signs, stages and causes of conflicts</li> <li>Conflict resolution techniques</li> <li>Legal and ethical considerations relating to conflict management</li> <li>Organizational policies and procedures which provide clarification or assistance in relation to the management of conflicts</li> <li>Facilitation, communication and negotiation methods for managing conflicts</li> <li>Managerial roles and accountabilities for managing conflicts</li> </ul>

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# Conflict Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> <li>Identify signs, stages and causes of conflicts with individuals or groups of people</li> <li>Define the conflicts and highlight points of differences and/or contention objectively, taking into consideration social and cultural differences of parties involved</li> <li>Identify potential areas of conflicts with team members and methods to overcome the issues at hand</li> <li>Respect individual viewpoints in managing conflicts within the team</li> <li>Identify key issues within a conflict situation</li> <li>Use the appropriate method for conflict management.</li> </ul>	<ul style="list-style-type: none"> <li>Identify roles and responsibilities of team members to minimize sources of conflicts that may affect team performance</li> <li>Collaborate with affected team members to resolve conflicts</li> <li>Monitor and review agreed actions to resolve conflicts</li> <li>Research sources of internal and external assistance to resolve the conflicts</li> <li>Write reports, including comprehensive details of the conflicts, the parties involved, discussions with all parties and the resolution</li> <li>Use the appropriate method for conflict management.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and resolve conflicts and minimize impact on other colleagues and customers</li> <li>Review the effectiveness of the conflict resolution strategies</li> <li>Take action to prevent the recurrence of conflicts</li> <li>Deal with conflicts sensitively, courteously and discreetly through use of conflict resolution techniques</li> <li>Take responsibility for conflict resolution outcomes</li> <li>Recognize early indicators of conflicts</li> <li>Discuss and resolve conflicts between team members</li> <li>Analyze and decide on the best resolutions for conflict initiative and enterprise skills to consider and suggest changes to workplace practices to avoid future conflicts</li> <li>Coach team members to resolve conflicts and assess conflict situations to enable selection of the most appropriate resolution approach</li> <li>Use the appropriate method for conflict management.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and assess potential conflict situations in accordance with organizational policies and procedures</li> <li>Select and evaluate conflict resolution approaches in accordance with organizational policies and procedures</li> <li>Implement conflict resolution approaches to reach mutually agreed outcomes</li> <li>Take responsibility for conflict resolution outcomes</li> <li>Evaluate outcomes to determine learning points for future conflict situations</li> <li>Evaluate potential trade-offs to minimize conflicts across teams</li> <li>Use the appropriate method for conflict management.</li> </ul>	<ul style="list-style-type: none"> <li>Establish systems that promote or cultivate a culture of effective conflict management.</li> <li>Evaluate potential conflict situations in accordance with organizational policies and procedures</li> <li>Decide and manage the conflict resolution process in accordance with organizational policies and procedures to manage conflicts and reach mutually agreed outcomes</li> <li>Take accountability for conflict resolution outcomes</li> <li>Lead team in decision making that result in outcomes which are aligned to business objectives and act in the interest of the organization</li> <li>Use the appropriate method for conflict management. This may include seeking professional mediation services outside the corporation, if necessary for Alternative Dispute Resolution (ADR).</li> </ul>

# Contingent Workforce Management

Develop and implement organizational strategies and plans to manage contingent workforce effectively

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WDE-4004-1.1	PHC-WDE-5004-1.1	PHC-WDE-6004-1.1
FSC Proficiency Description				Implement contingent workforce sourcing and management plans	Develop plans to source for and manage contingent workforce	Formulate organizational strategies to manage contingent workforce
Underpinning Knowledge				<ul style="list-style-type: none"> <li>• Sources and suppliers of contingent workforce</li> <li>• Ethical and legislative considerations related to the contingent workforce</li> <li>• Organizational policies and procedures related to contingent workforce</li> <li>• Budget management techniques</li> <li>• Principles of employee engagement</li> <li>• Performance measurement tools and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Risks related to contingent workforce</li> <li>• Trends in contingent workforce management</li> <li>• Best in class operational and performance metrics for contingent workforce management</li> <li>• Employee engagement techniques</li> <li>• Performance goal-setting methodologies</li> </ul>	<ul style="list-style-type: none"> <li>• Trends in workforce demographic changes</li> <li>• Business implications of different talent sourcing models</li> <li>• Budget setting techniques</li> <li>• Culture change management techniques</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>• Source for contingent workforce from staffing suppliers, vendors and agencies</li> <li>• Track job rates and overall costs related to staffing suppliers</li> <li>• Implement plans to engage independent workers</li> <li>• Develop systems to track contingent workforce performance against goals</li> <li>• Measure performance of contingent workforce against goals</li> <li>• Utilize emerging technology and tools to manage contingent workforce</li> <li>• </li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate potential risks and returns of utilizing contingent workforce</li> <li>• Develop sourcing plans for contingent workforce</li> <li>• Manage budgets for contingent workforce sourcing</li> <li>• Formulate strategies for onboarding and cultural assimilation of contingent workforce</li> <li>• Develop plans for real-time engagement of contingent workforce</li> <li>• Establish suitable goals for contingent workforce</li> <li>• Review industry trends and emerging technologies in contingent workforce management</li> </ul>	<ul style="list-style-type: none"> <li>• Determine organization's appetite and objectives for contingent workforce</li> <li>• Drive organization-wide strategies on utilisation of contingent workforce in business operations</li> <li>• Secure buy-in from senior stakeholders for adopting new talent engagement methods</li> <li>• Establish enterprise budgets and cost expectations for engagement and sourcing of services</li> <li>• Monitor overall business impact of contingent workforce strategies</li> </ul>

# Crisis Situations Management

Identify crisis response and recovery activities as well as implement the recovery and business continuity strategies to minimize the impact of disruptive events to the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-BCM-3001-1.1	PHC-BCM-4001-1.1	PHC-BCM-5001-1.1	PHC-BCM-6001-1.1
FSC Proficiency Description			Execute crisis management plan by coordinating crisis response and recovery activities, implement individual roles during disruptive events and validating crisis management plan	Facilitate crisis management plan including allocating resources, executing and documenting response and recovery activities and communicating organizational crisis management key messages to relevant stakeholders	Lead damage assessment, directing crisis response and recovery activities, manpower planning and communication to stakeholders	Synergizing activating and directing review of crisis response, recovery and stand down activities, managing crisis communication, reviewing impact of disruptive events on the organization, as well as identifying programs for staff learning and development in crisis management
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Crisis management plan, including crisis response and recovery activities</li> <li>Critical business functions</li> <li>Business continuity plans</li> <li>Emergency control exercises</li> </ul>	<ul style="list-style-type: none"> <li>Operational roles and responsibilities of a manager handling a crisis</li> <li>Documentation components for crisis response and recovery activities</li> <li>Communication plan for managing crisis</li> </ul>	<ul style="list-style-type: none"> <li>Own role in management of crisis response and recovery activities</li> <li>Relevant stakeholders in a disruptive event</li> <li>Implications on business impact arising from disruptive events on the organization</li> </ul>	<ul style="list-style-type: none"> <li>Business impact of disruptive events on the organization</li> <li>Own role in communication with relevant stakeholders</li> </ul>

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The information contained in this document serves as a guide.

# Crisis Situations Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Assist in the coordination and integration of crisis response and recovery activities in accordance with recovery and business continuity plans to respond to disruptive events</li> <li>Execute individual roles within the crisis management plan to respond to disruptive events</li> <li>Participate in the organization's emergency control exercises to validate and make improvements to the crisis management plan to ensure organizational readiness</li> <li>Manage own emotions to maintain composure and display self-confidence and resilience when dealing with challenges in a crisis situation</li> <li>Respond appropriately to negative emotional cues of organization members during a crisis situation to provide reassurance</li> </ul>	<ul style="list-style-type: none"> <li>Operational roles and responsibilities of a manager handling a crisis</li> <li>Documentation components for crisis response and recovery activities</li> <li>Communication plan for managing crisis</li> <li>Allocate resources for response-handling in accordance with crisis management plan</li> <li>Identify crisis response and recovery activities to be implemented in accordance with recovery strategies and business continuity strategies</li> <li>Document crisis response and recovery activities data in accordance with information format requirements</li> <li>Implement 'return-to-normal' procedures in accordance with crisis management plan</li> <li>Communicate organizational crisis management key messages to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Lead damage assessment in consultation with relevant stakeholders</li> <li>Direct crisis response and recovery activities to be implemented in accordance with recovery strategies and business continuity strategies</li> <li>Facilitate involvement of cross-functional teams in crisis management</li> <li>Activate 'return-to-normal' procedures in accordance with crisis management plan</li> <li>Understand the business impact of disruptive events on the organization</li> <li>Activate crisis response and recovery activities and stand down procedures in accordance with business continuity strategies and crisis management plan</li> <li>Facilitate communication process during disruptive events to internal and external stakeholders in accordance with crisis communication plan</li> </ul>	<ul style="list-style-type: none"> <li>Review report on the business impact of disruptive events on the organization</li> <li>Approve activation of the crisis response and recovery activities and stand down procedures in accordance with business continuity strategies and crisis management plan</li> <li>Manage communication of disruptive events to relevant stakeholders in accordance with crisis communication plan</li> </ul>



# Data Collection and Preparation

Collect human resource (HR) data from employees for the purpose of generating business and HR insights

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2001-1.1	PHC-GHR-3001-1.1	PHC-GHR-4001-1.1		
FSC Proficiency Description		Gather human resource (HR) data using selected tools and techniques	Oversee human resource (HR) data collection processes to ensure its smooth administration	Direct human resource (HR) data collection processes in alignment with business objectives		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of data that will be feasible for HR to collect</li> <li>Types of HR data sources and access</li> <li>Owners and stakeholders of HR data</li> <li>Communication guidelines and templates</li> <li>HR data collection processes and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Quality indicators of HR data</li> <li>Techniques for assessing HR data quality</li> <li>HR data collection tools and techniques</li> <li>Communication techniques and channels</li> <li>Techniques of evaluating the effectiveness of processes and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Legislative requirements related to data that HR collects</li> <li>Business imperatives related to HR</li> <li>Stakeholder engagement techniques and best practices</li> <li>Impact of HR data availability</li> </ul>		
Skills Application		<ul style="list-style-type: none"> <li>Administer selected HR data collection tools and techniques</li> <li>Prepare communication materials on the HR data collection processes and information to be collected</li> <li>Explain the processes of filling HR data collection templates and forms</li> <li>Attend to queries related to HR data collection</li> <li>Clean data collected, checking for outliers or errors</li> <li>Validate data collected from different data sets to verify accuracy and minimize errors</li> <li>Prepare data for reporting or analysis</li> </ul>	<ul style="list-style-type: none"> <li>Identify types and sources of HR data</li> <li>Identify potential stakeholders from whom HR data is to be collected</li> <li>Manage the HR data collection processes</li> <li>Establish the range of data to be collected based on objectives</li> <li>Assess HR data quality of sources</li> <li>Shortlist sources that provide quality HR data</li> <li>Propose tools and techniques to gather HR data</li> <li>Develop templates and forms for HR data collection</li> <li>Resolve technical issues or questions related to HR data collection</li> <li>Evaluate the effectiveness of the HR data collection processes</li> <li>Propose improvements to HR data collection processes</li> </ul>	<ul style="list-style-type: none"> <li>Identify business objectives requiring HR data collection</li> <li>Establish objectives for HR data collection aligned to business needs</li> <li>Determine types and levels of HR data required for generation of insights</li> <li>Supervise the HR data collection processes</li> <li>Lead engagement efforts with HR data owners and stakeholders</li> <li>Select appropriate HR data collection tools and techniques</li> <li>Drive improvements to the HR data collection processes</li> </ul>		

The information contained in this document serves as a guide.

# Data Governance

Establish standards and practices on data governing and review level of compliance with them

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-GHR-4002-1.1	PHC-GHR-5002-1.1	
FSC Proficiency Description				Lead implementation and monitoring of organization's data governance policies and practices	Establish organization's practices and standards for handling data throughout its lifecycle	
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Organization's data and privacy policies</li> <li>Legislative requirements on data protection and confidentiality maintenance</li> <li>Different stages in the data lifecycle</li> <li>Standard practices for proper data handling</li> <li>Required approvals for data handling at different stages</li> <li>Relevant ethical guidelines in the human resources (HR) industry</li> <li>Indicators and treatment of data breaches</li> <li>Impact of data quality and practices on the business</li> <li>Methods and tools to mitigate data negligence and tighten data security</li> <li>Industry-specific regulations governing the treatment of data</li> </ul>	<ul style="list-style-type: none"> <li>Organization's perspective on information technology (IT) and data principles</li> <li>Legal considerations and business implications of data handling</li> <li>Ethical principles governing data handling practices</li> <li>Privacy laws in a range of organizations, and similarities or differences from own organization</li> <li>Procedures in the event of data breaches</li> </ul>	

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# Data Governance

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>				<ul style="list-style-type: none"> <li>Develop action plans to roll out data guidelines, laws, statutes and regulations within the HR function</li> <li>Advise key stakeholders on HR standards for data lifecycle management</li> <li>Assess HR data quality and its associated business impact</li> <li>Obtain approvals required for the gathering, handling, processing, storing and using of data</li> <li>Monitor compliance with data policies, workflows and rules</li> <li>Develop data breach response plans</li> <li>Investigate data breaches</li> <li>Manage data access controls to HR data</li> <li>Review data security practices and processes regularly</li> </ul>	<ul style="list-style-type: none"> <li>Develop human resource (HR) practices for handling data throughout their lifecycle</li> <li>Establish standards to guide data capture and validation, access, usage, masking, storage, archival and retention</li> <li>Initiate processes and programs to mitigate business risks of poor data quality and practices</li> <li>Provide approvals regarding the management of data</li> <li>Advise on ethically questionable situations throughout data lifecycle</li> <li>Anticipate legal implications of data handling processes</li> <li>Resolve data breaches</li> <li>Develop data access controls to HR data</li> <li>Drive improvements to data governance principles and standards</li> <li>Segregate data access rights amongst key stakeholders</li> </ul>	

# Data Management

Prepare, structure and manage human resource (HR) data and information to assist in the analyses of business and HR issues

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2003-1.1	PHC-GHR-3003-1.1	PHC-GHR-4003-1.1		
FSC Proficiency Description		Perform data maintenance, prepare requested human resource (HR) data and generate reports	Structure data to facilitate the analyses of human resource (HR) issues	Develop data management processes aligned to organizational policies and requirements		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of HR data available</li> <li>Principles of data management</li> <li>Features of HR systems</li> <li>Steps in data preparation</li> <li>Data handling, cleaning and processing techniques</li> <li>Data validation methods and criteria</li> <li>Privacy and confidentiality considerations that govern all HR data transactions</li> </ul>	<ul style="list-style-type: none"> <li>Data specifications and requirements</li> <li>Data preparation guidelines</li> <li>Methods to structure databases</li> <li>Process of establishing data flows</li> <li>Variety of data sources</li> <li>Range of tools to process and optimize accuracy and functionality of data</li> <li>Stakeholder engagement techniques</li> </ul>	<ul style="list-style-type: none"> <li>Legal and ethical requirements related to data management</li> <li>Organizational policies and procedures related to data management</li> <li>Link between business issues and human resource (HR) data</li> <li>Methods and tools for analyzing and reporting data</li> <li>Best practice methodologies in data validation</li> <li>Techniques of evaluating the effectiveness of processes and guidelines</li> </ul>		

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# Data Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> <li>Maintain data in HR systems according to policies and procedures</li> <li>Clarify data request requirements and timelines to confirm need, nature and intended use of data</li> <li>Perform queries on HR systems based on data request requirements</li> <li>Generate reports from HR systems</li> <li>Provide data to requesting party in a secure and confidential manner</li> <li>Document the provision of data in accordance with relevant policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Develop data flows in HR systems to support business needs</li> <li>Implement checks on data maintenance activities</li> <li>Resolve data availability or quality issues</li> <li>Identify information required for analyses of HR issues</li> <li>Verify that data is prepared according to guidelines and requirements</li> <li>Update analyses in response to new or changing information</li> <li>Present key findings and recommendations to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Develop data management processes to standardize and maintain data definitions, sources and quality</li> <li>Align data management processes with organizational and legislative requirements</li> <li>Oversee data maintenance, preparation and management activities</li> <li>Resolve issues of non-compliance with data management processes</li> <li>Define the business issue requiring HR data analysis</li> <li>Set objectives for data analyses</li> <li>Propose methods and tools for managing, analyzing and reporting data</li> <li>Design data validation methodologies to verify reliability and validity of data</li> <li>Evaluate the effectiveness of data management processes</li> <li>Propose improvements to the data management processes</li> </ul>		



The information contained in this document serves as a guide.

# Digital Marketing and Communication

Develop digital reach plans and marketing collaterals to communicate and enhance the organization's employer brand

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-EAT-3001-1.1	PHC-EAT-4001-1.1	PHC-EAT-5001-1.1	
FSC Proficiency Description			Implement digital reach and engagement plans	Develop digital reach plans and employer branding collaterals	Drive the digitalization of employer branding and marketing	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Techniques of evaluating effectiveness of employer branding</li> <li>Models and methods of employer branding</li> <li>Trends in digital marketing</li> <li>Types of digital platforms used for employer reach</li> <li>Types of digital branding collateral</li> <li>Functions and features of various digital channels</li> </ul>	<ul style="list-style-type: none"> <li>Components of digital reach and marketing plans</li> <li>Techniques to design digital collaterals</li> <li>Emerging trends in employer branding</li> <li>Differentiators in employer branding</li> <li>Indicators of digital channel effectiveness</li> <li>Stakeholder management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Demographic trends affecting employer branding strategies</li> <li>Cost-benefit analysis of digital marketing and engagement plans</li> <li>Organization's digital strategies</li> <li>Trends in digitalization of human resource (HR) functions</li> <li>Techniques to measure digital marketing and engagement effectiveness</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Evaluate the effectiveness of current branding and activities</li> <li>Assess the impact of digitalization on employer branding initiatives</li> <li>Identify digital platforms used in employer branding and marketing</li> <li>Develop drafts of digital employer branding and communication collaterals</li> <li>Implement digital reach and engagement plans to harness employer branding</li> <li>Maintain digital channels used to connect with potential hires</li> <li>Monitor the digital presence of the organization's employer brand</li> <li>Propose ideas to boost digital and marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>Develop plans to engage potential hires through employer branding and marketing</li> <li>Design digital employer branding collaterals with the marketing and corporate communications team</li> <li>Leverage on digital technologies to establish differentiators in the employer brand</li> <li>Review effectiveness of digital channels in connecting with target audiences</li> </ul>	<ul style="list-style-type: none"> <li>Project future employer branding needs</li> <li>Direct employer branding and market engagement efforts across digital platforms</li> <li>Evaluate the costs, benefits and feasibility of digital marketing and communication plans</li> <li>Promote the integration of digital technology and HR initiatives</li> <li>Define the desired objectives and image of the employer brand on digital platforms</li> <li>Align digital marketing and strategies with the organization's digital strategies</li> <li>Review the effectiveness of the digital marketing and communication initiatives</li> <li>Recommend improvements to enhance effectiveness of employer branding efforts</li> </ul>	

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# Diversity, Equity, Inclusion and Belonging (DEIB) Management

Develop strategies and programs to create a workplace characterized by DEIB. This would include Diversity in employing people with different identities; Equity in ensuring fair treatment, access, and advancement for all people; Inclusion in creating a culture where everyone can actively participate; and Belonging to safeguard each individual's sense of acceptance

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WEN-3005-1.1	PHC-WEN-4005-1.1	PHC-WEN-5005-1.1	
FSC Proficiency Description			Implement programs to enhance workplace diversity, equity, inclusion and belonging.	Translate diversity strategies into DEIB programs at the workplace.	Develop DEIB strategies that are aligned to organizational VMV (Vision, Mission and Values)	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of diversity</li> <li>Concepts of cultural sciences</li> <li>Best practices in DEIB management</li> <li>Tripartite guidelines for fair employment practices and relevant industry codes of practice for DEIB.</li> <li>Impact of organizational policies on day-to-day DEIB practices</li> <li>Benefits of DEIB practices</li> <li>Communication techniques and channels</li> <li>Types of DEIB programs.</li> </ul>	<ul style="list-style-type: none"> <li>Employment and workplace legislation requirements related to DEIB</li> <li>Organizational policies and procedures related to DEIB</li> <li>Contributions of DEIB at workplace to the achievement of organization's objectives</li> <li>Stakeholder engagement techniques and best practices</li> <li>Tools for promoting and enhancing workplace DEIB</li> <li>Roles and accountabilities of various stakeholders in promoting DEIB</li> <li>Success indicators for DEIB programs</li> <li>Trends and developments impacting DEIB strategies</li> </ul>	<ul style="list-style-type: none"> <li>Workplace DEIB needs of the organization</li> <li>Legal and ethical considerations related to fair employment and DEIB</li> <li>Guidelines for developing organizational policies and procedures</li> <li>Links between DEIB management strategies and business strategies</li> <li>Barriers to DEIB at the organization, team and individual levels</li> <li>Methods of promoting and enhancing workforce DEIB</li> <li>Techniques of evaluating the effectiveness of diversity strategies and DEIB programs</li> </ul>	

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# Diversity, Equity, Inclusion and Belonging (DEIB) Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Conduct research on best practices in DEIB management</li> <li>Identify the current state of workplace DEIB</li> <li>Implement DEIB programs according to plan</li> <li>Communicate DEIB programs to employees through appropriate channels</li> <li>Advise employees on ways to deal with DEIB related challenges</li> <li>Gather feedback on the effectiveness of DEIB programs</li> </ul>	<ul style="list-style-type: none"> <li>Identify DEIB needs in the workplace</li> <li>Develop DEIB programs and action plans to create DEIB workplace</li> <li>Secure buy-in from key stakeholders on DEIB programs.</li> <li>Oversee the implementation of DEIB programs and action plans</li> <li>Align DEIB programs with organizational and legislative policies and requirements</li> <li>Develop processes and systems to gather and analyze feedback on DEIB programs.</li> <li>Analyze feedback on the effectiveness of DEIB programs.</li> <li>Recommend modifications to DEIB programs based on feedback.</li> <li>Empower stakeholders to implement DEIB practices</li> </ul>	<ul style="list-style-type: none"> <li>Lead the development of DEIB strategies</li> <li>Secure buy-in from key stakeholders on DEIB management strategies</li> <li>Create alignment between DEIB programs planned and existing People (HR) programs</li> <li>Evaluate the impact of workplace DEIB on business performance</li> <li>Develop policies and procedures incorporating DEIB principles</li> <li>Establish the criteria and measures to evaluate the effectiveness of DEIB strategies and programs</li> <li>Monitor market trends and developments that may impact DEIB strategies</li> <li>Evaluate overall effectiveness of DEIB strategies</li> </ul>	



# Employee Communication Management

Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WEN-2006-1.1	PHC-WEN-3006-1.1	PHC-WEN-4006-1.1		
FSC Proficiency Description		Disseminate information to employees	Develop employee communication plans, facilitating conversations with and among employees	Formulate employee communication strategies for the organization		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Objectives of employee communication</li> <li>Types of communication materials</li> <li>Methods to develop and enhance communication materials</li> <li>Types of communication channels</li> <li>Communication techniques</li> <li>Target audience of communication</li> <li>Feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Organization's policies in relation to employee communication</li> <li>Current market trends in relation to employee communication methods, techniques and tools</li> <li>Components of employee communication plans</li> <li>Techniques of group facilitation</li> <li>Criteria to measure employee communication effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends and development in employee communication</li> <li>Trends and changes in employee expectations and preferences in communication</li> <li>Real-time and rich multimedia communication technologies</li> <li>Measures of employee communication effectiveness</li> </ul>		

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The information contained in this document serves as a guide.

# Employee Communication Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> <li>Identify objectives of employee communication</li> <li>Collate information required to prepare communication materials</li> <li>Prepare employee communication materials and information kits for programs and initiatives</li> <li>Disseminate communications using pre-identified communication channels and tools</li> <li>Monitor the progress of dissemination to ensure that the communications are in accordance with the roll-out plans</li> <li>Address simple queries from employees on information communicated</li> <li>Gather feedback on effectiveness of various communication techniques and modes</li> </ul>	<ul style="list-style-type: none"> <li>Translate organizational employee communication strategies into operational plans</li> <li>Develop detailed employee communication plans</li> <li>Guide preparation of employee communication materials in accordance with communication plans</li> <li>Review communication materials and information kits to be disseminated</li> <li>Adapt communication styles, approaches and modes of delivery to target audience</li> <li>Facilitate group discussions among employees to gear towards a decision</li> <li>Resolve complex queries or issues related to the information communicated</li> <li>Oversee execution of communication activities for the targeted audience in accordance with communications plans</li> <li>Assess effectiveness of communication techniques and modes employed</li> </ul>	<ul style="list-style-type: none"> <li>Establish employee communication strategies</li> <li>Align objectives of employee communication to organization's objectives</li> <li>Introduce new approaches that can reach out to employees more effectively</li> <li>Review development and execution of employee communication plans</li> <li>Evaluate overall effectiveness of communication plans and delivery of the intended messages</li> <li>Revise communication plans to increase efficiency and effectiveness</li> </ul>		

# Employee Engagement Management

Drive employee engagement programs to facilitate commitment from employees to organizational values, vision and objectives

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PCH-WEN-2007-1.1	PCH-WEN-3007-1.1	PCH-WEN-4007-1.1	PCH-WEN-5007-1.1	PCH-WEN-6007-1.1
FSC Proficiency Description		Administer employee engagement surveys and follow-up programs	Implement employee engagement programs and initiatives	Develop programs and initiatives to improve employee engagement	Develop organization-wide employee engagement plans and initiatives	Establish the employee engagement strategies for the organization
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Organizational policies and procedures for employee engagement</li> <li>Methods of assessing employee engagement levels</li> <li>Types of employee engagement initiatives</li> <li>Confidentiality and anonymity of employee engagement surveys</li> </ul>	<ul style="list-style-type: none"> <li>Methods of communication</li> <li>Facilitation techniques</li> <li>Statistical analysis tools</li> <li>Techniques to analyze employee engagement data</li> <li>Measures of effectiveness of employee engagement interventions</li> <li>Legal and ethical considerations related to employee engagement activities, services and programs</li> </ul>	<ul style="list-style-type: none"> <li>Current market trends related to employee engagement</li> <li>Techniques and tools for employee engagement</li> <li>Workplace flexibility programs</li> <li>Types of employee recognition programs</li> <li>Digital solutions to improve employee engagement</li> <li>Predictive analytics techniques</li> <li>Employee engagement drivers</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends impacting employee engagement</li> <li>Measures to evaluate employee effectiveness</li> <li>Impact of employee engagement on business outcomes</li> <li>Human resource (HR) policy development processes and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Elements of employee engagement strategies and frameworks</li> <li>Impact of employee engagement on organizational performance</li> </ul>
Skills Application		<ul style="list-style-type: none"> <li>Administer surveys to collate information on employee engagement</li> <li>Collate results from employee engagement surveys</li> <li>Support execution of employee engagement interventions</li> <li>Collect data and feedback from employees on employee engagement programs</li> <li>Ensure confidentiality of employee engagement data according to organization procedures</li> </ul>	<ul style="list-style-type: none"> <li>Develop communication materials to inform employees of engagement initiatives</li> <li>Analyze the results from employee engagement surveys</li> <li>Implement employee engagement programs according to plan</li> <li>Monitor progress of employee engagement activities</li> <li>Measure the effectiveness of employee engagement programs</li> <li>Identify communication channels to support employee engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>Design employee engagement surveys</li> <li>Review analyses of employee engagement survey data</li> <li>Investigate underlying drivers of employee engagement results</li> <li>Derive meaningful insights from employee engagement analyses</li> <li>Develop real-time and digital employee engagement programs and activities</li> <li>Review communication materials</li> <li>Design metrics to evaluate effectiveness of employee engagement programs</li> </ul>	<ul style="list-style-type: none"> <li>Analyze internal and external trends that may have an impact on employee engagement</li> <li>Translate high-level strategies into action plans to increase employee engagement</li> <li>Develop policies to proactively engage the workforce</li> <li>Identify employee engagement drivers that have a high impact on employee performance</li> <li>Align employee engagement plans with overall business strategies</li> <li>Translate the insights gained from employee engagement programs into corrective action plans</li> <li>Secure buy-in and support from business stakeholders to implement corrective action plans</li> <li>Review effectiveness of employee engagement programs</li> </ul>	<ul style="list-style-type: none"> <li>Formulate employee engagement</li> <li>Liaise with senior stakeholders to share employee engagement insights</li> <li>Evaluate impact of employee engagement levels and their drivers on organization effectiveness</li> </ul>

The information contained in this document serves as a guide.

# Employee Mobility Management

Establish policies to facilitate employee movements according to legal, organizational and professional requirements and guidelines

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WDE-2005-1.1	PHC-WDE-3005-1.1	PHC-WDE-4005-1.1	PHC-WDE-5005-1.1	
FSC Proficiency Description		Gather information to support employee movement	Facilitate employee movement	Develop employee movement processes	Establish employee mobility policies for the organization	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of employee movements</li> <li>Employee movement procedures</li> <li>Documentation requirements to administer employee movement</li> <li>Procedures for updating the human resource (HR) information systems</li> </ul>	<ul style="list-style-type: none"> <li>Legal and procedural requirements associated with employee movement</li> <li>Methods used in international employee integration</li> <li>Welfare requirements related to employee movement</li> <li>Organization's foreign workers quota</li> </ul>	<ul style="list-style-type: none"> <li>Cross-cultural management practices and norms</li> <li>Integration of employee movements with other human resource (HR) policies and processes</li> <li>Organizational remuneration policy</li> <li>Cost of living indexes and allowances</li> <li>Vendor selection and management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Global best practices in employee mobility</li> <li>Principles and processes of policy development</li> <li>Organization's business direction</li> <li>Costs and benefits of employee movements to the business</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Provide administrative support for employee movement</li> <li>Collate information needed to document employee movement</li> <li>Generate contracts to be used for employee movement</li> <li>Disseminate endorsed documentation to relevant parties</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with key stakeholders in facilitating employee movement</li> <li>Review contracts to be used for assignee's movement</li> <li>Liaise with vendors and contractors to ensure documentation and services are in place before the move</li> <li>Coordinate with stakeholders in fulfilling assignee's welfare needs</li> </ul>	<ul style="list-style-type: none"> <li>Select vendors to manage and process visa, tax and services requirements due to employee movement</li> <li>Explain remuneration proposals to employees based on cost of living indexes and organization's remuneration policies</li> <li>Draft mobility policies to be used for employee mobility</li> <li>Design immersion programs to integrate international assignees into new environments</li> <li>Review employee mobility processes to identify potential improvements</li> <li>Recommend refinements to employee mobility processes</li> </ul>	<ul style="list-style-type: none"> <li>Develop organization-wide employee mobility policies</li> <li>Align employee mobility policies and practices with business direction</li> <li>Secure buy-in from senior management on employee mobility policies</li> <li>Verify business viability of mobility-related compensation and benefits allocations</li> <li>Establish strategies to facilitate employee mobility and integration in new environments</li> <li>Endorse refinements to employee mobility processes</li> </ul>	



# Employee Relationship Management

Strengthen employee relationships and facilitate resolutions of conflicts and disputes

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WEN-3008-1.1	PHC-WEN-4008-1.1	PHC-WEN-5008-1.1	
FSC Proficiency Description			Implement solutions to resolve employee disputes and sustain employee relationships	Drive the resolution of conflicts and enhancement of employee relationships	Establish strategies to strengthen employee relationships at workplace	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>• Implications of legal, ethical and socio-cultural considerations on employee relationships</li> <li>• Elements of employee relationships at workplace</li> <li>• Types of conflicts</li> <li>• Causes of conflicts, grievances and disputes</li> <li>• Methods and procedures of investigation</li> <li>• Models and methods of resolution of conflicts, grievances and disputes</li> <li>• Escalation processes for working with conflicts, grievances and disputes</li> <li>• Communication techniques and channels</li> </ul>	<ul style="list-style-type: none"> <li>• Role of tripartite parties in resolving employee grievances and disputes</li> <li>• Organizational policies and practices for management of conflicts, grievances and disputes</li> <li>• Investigative and analytical techniques</li> <li>• Models and methods for negotiation with employees and stakeholders</li> <li>• Industry best practices in managing employee relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Market trends and developments in relation to employee relationship management practices</li> <li>• Frameworks for managing conflicts, grievances and disputes</li> </ul>	

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# Employee Relationship Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none"> <li>Assess ground sentiments to identify opportunities and concerns in employee relationships</li> <li>Analyze the nature and sources of conflicts, grievances and disputes</li> <li>Identify relevant resolution actions and processes to handle employee conflicts, grievances and disputes</li> <li>Investigate routine and transactional employee disputes and conflicts according to organizational policies and guidelines</li> <li>Recommend procedures to resolve transactional conflicts</li> <li>Implement resolution processes in accordance with organizational policies and guidelines</li> <li>Document employee conflicts, resolutions and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Identify potential employee relationship issues</li> <li>Oversee resolution of transactional employee relationship issues</li> <li>Collaborate with involved parties to investigate the validity and credibility of claims</li> <li>Develop solutions to resolve employee conflicts, grievances and disputes</li> <li>Facilitate negotiation and conflict resolution meetings with involved parties to achieve mutually agreeable outcomes</li> <li>Oversee implementation of agreed outcomes</li> <li>Review documentation of employee conflicts, resolutions and outcomes</li> <li>Recommend programmes and initiatives to strengthen relationships among employees</li> </ul>	<ul style="list-style-type: none"> <li>Analyze internal and external trends that impact employee relationships</li> <li>Formulate strategies, policies and processes to strengthen employee relationships at the workplace</li> <li>Develop frameworks for managing conflicts, grievances and disputes</li> <li>Secure buy-in from stakeholders on employee relationship management strategies</li> <li>Mediate employee relationships issues</li> <li>Monitor trends and factors that impact employee relationship strategies</li> <li>Evaluate feasibility of proposed initiatives to cultivate strong relationships among employees</li> <li>Review employee relationship strategies and frameworks to enhance positive employee relations</li> </ul>	

# Employer Branding

Develop employer brand proposition and strategies in alignment with the organization's long-term strategic objectives and desired culture

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-EAT-4002-1.1	PHC-EAT-5002-1.1	PHC-EAT-6002-1.1
FSC Proficiency Description				Facilitate the implementation of initiatives and programs to build the employer brand	Operationalize the employee brand	Establish a strong employer brand in line with the organization's objectives and culture
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Guidelines related to employer branding</li> <li>Statistical analysis tools and techniques for evaluating effects of employer branding</li> <li>Models and methods of employer branding</li> <li>Market trends and impacting employer branding</li> <li>Market practices on employer branding</li> <li>Links between organizational strategy and employer branding</li> <li>Methods of engaging stakeholders involved in employer branding</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external market trends impacting employer branding</li> <li>Human capital statistics</li> <li>Differentiators in employer branding</li> <li>Factors that impact the employee value proposition developments (EVP)</li> <li>Criteria to evaluate employer branding outcomes</li> <li>Emerging trends in employee preferences</li> <li>Macro trends impacting employer branding</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends in employee preferences</li> <li>Macro trends impacting employer branding</li> <li>Impact of strategic employer branding on employee value proposition (EVP)</li> <li>Techniques in evaluating effectiveness of employer branding</li> <li>Differentiators in employer branding</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Conduct studies on the organization's employer image and brand to determine organization's branding</li> <li>Identify organizational differentiators that are used in employer branding</li> <li>Identify market practices of employer branding</li> <li>Evaluate effects of employer branding</li> <li>Market strategies to stakeholders that drive the employer brand in alignment with the organizational strengths and strategies</li> <li>Incorporate employer branding in organization's collaterals and interactions with current and potential employees</li> <li>Analyze current organizational employer brand position to identify gaps</li> <li>Identify potential improvements and enhancements to the employer brand</li> </ul>	<ul style="list-style-type: none"> <li>Lead studies around employer branding to understand how the organization is portrayed</li> <li>Develop employer brand in alignment with the organizational strengths and long-term strategies</li> <li>Adapt employer brand to demographic and preferences of current and potential employees</li> <li>Engage internal and external stakeholders on the employer brand proposition</li> <li>Assess impact and outcomes of employer branding efforts</li> <li>Review the effectiveness of the processes of developing the employer brand</li> <li>Review the effectiveness of the employer branding strategies</li> <li>Analyze emerging employee preferences, trends and their impact on branding strategies</li> </ul>	<ul style="list-style-type: none"> <li>Align the employer brand with the organizational strategy</li> <li>Align employer brand across geographies</li> <li>Endorse the employer brand</li> <li>Engage senior stakeholders on the employer brand proposition</li> <li>Evaluate the long-term impact of employer branding on organizational performance</li> <li>Establish differentiators to differentiate the organization from its competitors</li> </ul>

# Executive Remuneration Management

Manage the design and implementation of executive remuneration for executives of the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WEN-4009-1.1	PHC-WEN-5009-1.1	PHC-WEN-6009-1.1
FSC Proficiency Description				Implement executive remuneration programs and processes	Develop executive remuneration programs and processes	Direct the design and refinement of executive remuneration programs and processes
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Industry benchmarks in executive remuneration practices</li> <li>Types of vehicles for executive remuneration</li> <li>Components of an executive remuneration program</li> <li>Types of key performance indicators (KPIs) tied to executive remuneration</li> <li>Techniques to measure performance against KPIs</li> <li>Taxation considerations related to executive remuneration</li> <li>Legal and ethical considerations related to executive remuneration</li> </ul>	<ul style="list-style-type: none"> <li>Key considerations in defining key performance indicators (KPIs)</li> <li>Features of different executive remuneration models and vehicles</li> <li>Types of settlement and vesting mechanisms for executive remuneration</li> <li>Market trends and developments related to executive remuneration management</li> <li>Organizational priorities</li> </ul>	<ul style="list-style-type: none"> <li>Relationship between executive remuneration and organizational strategies</li> <li>Success indicators and methods for measuring the effectiveness of executive remuneration programs</li> <li>Types of financial analysis for evaluating executive remuneration</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Review market practices and benchmarks in executive remuneration</li> <li>Identify typical KPIs used for companies' senior executives</li> <li>Implement executive remuneration programs which were developed based on the remuneration philosophy</li> <li>Monitor executives' performance against KPIs set</li> <li>Translate performance levels achieved into remuneration levels</li> <li>Verify executive remuneration calculations and documentation</li> <li>Identify gaps in executive remuneration programs and processes</li> </ul>	<ul style="list-style-type: none"> <li>Review organization's strategies and core business to identify requirements of executive job roles</li> <li>Define executive job roles' KPIs in line with the organization's short and long term goals</li> <li>Compare executive remuneration pay levels against benchmarks</li> <li>Establish details of executive remuneration programs in accordance with organization's remuneration philosophy</li> <li>Communicate the executive remuneration programs to key stakeholders to obtain support</li> <li>Monitor external influences and trends that may impact executive remuneration programs</li> <li>Recommend improvements to executive remuneration programs and processes</li> </ul>	<ul style="list-style-type: none"> <li>Determine the organization's executive remuneration philosophy</li> <li>Establish key objectives of the organization's executive remuneration programs</li> <li>Determine eligibility for executive remuneration programs</li> <li>Endorse KPIs for executive roles</li> <li>Secure acceptance from senior stakeholders on executive remuneration programs and processes</li> <li>Define criteria to evaluate the effectiveness of executive remuneration programs and processes</li> <li>Evaluate business viability and feasibility of executive remuneration programs and recommended changes</li> <li>Lead the refinement of executive remuneration programs, policies and processes</li> <li>Approval for any executive remuneration</li> </ul>

# Financial Acumen

Exercise financial insight to establish budgets for human resource (HR) activities and monitor HR operations and outcomes against financial plans

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3002-1.1	PHC-HRP-4002-1.1	PHC-HRP-5002-1.1	
FSC Proficiency Description			Prepare human resource's (HR) operational and control budgets based on financial principles	Manage budgeting and forecasting for financial planning for workforce	Develop long-term financial plans and budget requirements for workforce	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Legal, ethical and privacy considerations related to budget development</li> <li>Objectives, parameters and types of budgets</li> <li>Key principles of accounting and financial systems</li> <li>Types of data sources and data required to prepare a budget</li> <li>Accounting principles and practices related to budget preparation</li> <li>Costing techniques</li> <li>Requirements of Philippines' taxation policies</li> <li>Functional objectives and key requirements of plans</li> <li>Organizational financial data</li> <li>Financial analytical techniques and methodologies</li> <li>Financial audit processes</li> </ul>	<ul style="list-style-type: none"> <li>Organizational policies and procedures related to budget development</li> <li>Assumptions and parameters of budgets</li> <li>Factors in internal and external environments that impact budget</li> <li>Models and methods of developing budgets</li> <li>Methods of analyzing budget history and trends for workforce</li> <li>Methods to forecast revenue, expenses and balance sheet for workforce</li> <li>Considerations of conducting scenario analysis</li> <li>Types of budget controls and their purposes</li> <li>Means to monitor financial operation of workforce against budget outcomes</li> <li>Processes in communicating budget plans and performance to relevant stakeholders for endorsement</li> </ul>	<ul style="list-style-type: none"> <li>Relation between human resource (HR) strategies, business plans and financial budgets</li> <li>Types of financial milestones and performance indicators</li> <li>Methods of identifying factors that may impact financial plans or budgets</li> <li>Assumptions and parameters of financial forecasts</li> <li>Means of communication of budget plans</li> <li>Methods and tools to conduct stakeholder analysis</li> <li>Types of budget issues</li> </ul>	

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# Financial Acumen

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none"> <li>Analyze HR strategies, functional objectives and operational plans</li> <li>Carry out forecasting and budgeting for workforce for the financial year</li> <li>Calculate workforce's cash flow requirements</li> <li>Determine workforce's financing needs for the financial year</li> <li>Compare budget data with estimations to highlight discrepancies</li> <li>Report budget calculations and discrepancies to higher level to facilitate decisions on budget allocation</li> <li>Ensure adherence to financial controls in accordance with relevant organizational corporate governance and financial policies, legislation and regulations</li> <li>Gather information on effectiveness of implementation of HR budgets</li> </ul>	<ul style="list-style-type: none"> <li>Recommend parameters and assumptions for budget forecasting in accordance with organizational needs and market conditions</li> <li>Prepare financial forecasts for the human resource (HR) function to facilitate financial planning</li> <li>Implement budget plans to manage resource allocation to HR activities</li> <li>Manage actual budget to enable financial operations to be measured against forecasted plans</li> <li>Monitor budget outcomes to ensure proper utilization and accounting of resources against their intended purposes</li> <li>Take remedial action against any variances to minimize impact</li> <li>Present financial forecasts, budgets and budget outcomes to immediate supervisors for review and approval</li> <li>Evaluate effectiveness of implementation of HR budgets</li> <li>Revise future financial plans to optimize workforce's performance</li> </ul>	<ul style="list-style-type: none"> <li>Determine short- and long-term financial needs to assess HR's current financial situations</li> <li>Formulate financial plans to align to HR and overall organizational strategies</li> <li>Allocate budget resources in accordance with organizational financial plans</li> <li>Review financial forecasts to anticipate changes in business and operational circumstances</li> <li>Review draft budgets in accordance with organizational guidelines</li> <li>Monitor actual expense figures against budget to identify and address variances</li> <li>Report findings, recommendations and options to organization management for review in accordance with organizational policies</li> </ul>	





# Group Dynamics Facilitation

Assess group profile and dynamics to inform learning facilitation and group interaction approaches

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-LDE-4002-1.1	PHC-LDE-5002-1.1	
FSC Proficiency Description				Assess group dynamics to inform facilitation approach	Formulate group dynamics facilitation strategies to facilitate learner cooperation, collaboration and development	
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Group structure and composition</li> <li>Context and objectives of facilitation</li> <li>Methods and processes to facilitate group interactions and responses</li> <li>Influence of group dynamics on individual behaviours</li> <li>Group facilitation techniques</li> <li>Materials and resources supporting group facilitation</li> <li>Principles of giving and soliciting feedback</li> <li>Active listening techniques</li> <li>Factors impacting group cohesiveness</li> <li>Characteristics of effective group discussions</li> </ul>	<ul style="list-style-type: none"> <li>Frameworks for group dynamics management</li> <li>Characteristics of effective group discussions</li> <li>Group psychology theories</li> <li>Frameworks for leading constructive debates</li> <li>Critical thinking strategies</li> <li>Strategies for managing conflict</li> <li>Techniques for managing diversity</li> <li>Characteristics of collaborative teams</li> <li>Team building techniques</li> </ul>	
Skills Application				<ul style="list-style-type: none"> <li>Identify opportunities to automate processes across warehouse lifecycle</li> <li>Implement new automated procedures with process workflows</li> <li>Identify and define appropriate data sources, tools, and techniques for extracting application support data</li> <li>Analyze effectiveness and impacts of warehouse automation applications</li> <li>Implement application support policies and procedures</li> <li>Implement user training materials</li> </ul>	<ul style="list-style-type: none"> <li>Design framework for facilitation plans</li> <li>Define principles of effective group dynamics</li> <li>Integrate group psychology theories into facilitation approaches and techniques</li> <li>Lead constructive debates with learners</li> <li>Manage conflicts to encourage group understanding of different viewpoints and challenges</li> <li>Deploy questioning techniques to facilitate critical and creative thinking</li> <li>Develop approaches for group review and reflection</li> <li>Embrace diversity to create an inclusive environment</li> <li>Provide customised feedback to learners in a group or one-to-one basis</li> <li>Devise strategies to enhance group collaboration and cohesion in future facilitation activities</li> </ul>	

# Health and Wellness Program Management

Develop and implement employee health and wellness programs to promote a healthy and productive workforce

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WEN-3010-1.1	PHC-WEN-4010-1.1	PHC-WEN-5010-1.1	
FSC Proficiency Description			Implement programs to promote employee health and wellness	Translate strategies into employee health and wellness programs that promote a healthy and productive workforce	Establish employee health and wellness strategies to support organization's objectives, vision, mission and values	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Legislative requirements related to employee health and wellness data</li> <li>Factors impacting employee health and wellness</li> <li>Trends and technology promoting healthy lifestyles</li> <li>Types of employee health and wellness programs</li> <li>Guidelines that translate organizational policies into day-to-day good employee health and wellness practices</li> <li>Benefits of employee health and wellness programs</li> <li>Communication techniques and channels to disseminate information on employee health and wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in employee health and wellness management</li> <li>Legal and ethical considerations related to employee health and wellness data</li> <li>Organizational policies and procedures related to employee health and wellness management</li> <li>Contributions of employee health and wellness programs to the achievement of organization's objectives</li> <li>Stakeholder engagement techniques</li> <li>Tools to evaluate employee health and wellness programs</li> <li>Roles and accountabilities of line managers in promoting employee health and wellness</li> <li>Measures to evaluate the effectiveness of employee health and wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external influences that impact employee health and wellness programs</li> <li>Changes in health and wellness patterns and needs of employees</li> <li>Guidelines for developing organizational policies and procedures</li> <li>Links between employee health and wellness strategies and business strategies</li> <li>Methods of evaluating the effectiveness of employee health and wellness strategies and programs</li> <li>Impact of market trends and developments on employee health and wellness strategies</li> </ul>	

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# Health and Wellness Program Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Identify new trends and technologies that promote healthy lifestyles</li> <li>Conduct research on best practices in employee health and wellness management</li> <li>Identify the current state of the health and wellness of different employee groups</li> <li>Implement employee health and wellness programs according to plan</li> <li>Communicate health and wellness programs to employees using appropriate communication channels</li> <li>Gather feedback on the effectiveness of employee health and wellness programs</li> </ul>	<ul style="list-style-type: none"> <li>Assess risks associated with the current state of health and wellness of different employee groups</li> <li>Analyze relationship between employee health and workforce productivity</li> <li>Evaluate potential costs and benefits of employee health and wellness programs</li> <li>Develop employee health and wellness programs and action plans</li> <li>Secure buy-in from key stakeholders on employee health and wellness programs</li> <li>Manage employee health and wellness programs and resources</li> <li>Align employee health and wellness programs with organizational policies and legislative requirements</li> <li>Examine internal and external influences that impact employee health and wellness programs</li> <li>Analyze feedback on the effectiveness of employee health and wellness programs</li> <li>Recommend enhancements to employee health and wellness programs</li> <li>Equip line managers with tools and information to promote employee health and wellness</li> </ul>	<ul style="list-style-type: none"> <li>Identify employee health and wellness issues to support the development of employee health and wellness strategies</li> <li>Consult key stakeholders in the strategic review of employee health and wellness management to secure buy-in</li> <li>Create alignment between employee health and wellness programs and existing human resource (HR) programs</li> <li>Develop policies and procedures to incorporate employee health and wellness principles</li> <li>Establish the criteria and measures to evaluate the effectiveness of employee health and wellness strategies and programs</li> <li>Develop processes and systems to gather and analyze feedback on employee health and wellness programs</li> <li>Assess the effectiveness of employee health and wellness strategies</li> <li>Adapt employee health and wellness strategies based on market trends and developments</li> </ul>	

The information contained in this document serves as a guide.

# Human Resource Advisory

Deliver human resource (HR) advisory and consultancy services to internal and external clients to meet their requirements

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-GHR-4004-1.1	PHC-GHR-5004-1.1	PHC-GHR-6004-1.1
FSC Proficiency Description				Deliver human resource (HR) advisory and consultancy to internal and external clients	Develop frameworks and approaches for effective delivery of human resource (HR) advisory and consultancy solutions	Spearhead new human resource (HR) advisory practices, techniques and solutions as a thought leader in the field
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Responsibilities of HR</li> <li>Types of HR-related issues</li> <li>Types of HR consulting projects</li> <li>Types of HR advisory frameworks</li> <li>Communication techniques and channels</li> <li>Tools used to analyze HR issues</li> <li>Success indicators of HR projects</li> <li>Labor policies and legislations</li> <li>Stakeholder engagement techniques and best practices</li> <li>Market trends impacting HR</li> <li>Policies on handling documents about successful and non-successful applicants</li> </ul>	<ul style="list-style-type: none"> <li>HR advisory guidelines</li> <li>Best practices of HR advisory</li> <li>Impact of HR consulting services on the achievement of organization's objectives</li> <li>Thought leadership in the field of HR</li> </ul>	<ul style="list-style-type: none"> <li>Organization objectives and business needs</li> <li>Links between the HR functions and business strategies</li> <li>Business imperative for investing in HR consulting projects</li> <li>New and emerging HR practices</li> <li>Types of HR technologies</li> </ul>

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# Human Resource Advisory

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none"> <li>Conduct interviews with clients for requirements gathering</li> <li>Set objectives and key deliverables in relation to HR consultancy projects and services</li> <li>Implement HR advisory approaches and methodologies based on frameworks</li> <li>Analyze HR issues faced by the client</li> <li>Investigate causes and implications of HR issues faced</li> <li>Propose recommendations and solutions to resolve HR issues</li> <li>Highlight successes and areas for improvement for HR consulting projects</li> </ul>	<ul style="list-style-type: none"> <li>Develop HR consulting frameworks and process guidelines</li> <li>Adapt HR advisory frameworks and approaches to market trends impacting HR</li> <li>Direct the investigation of causes and potential impact of HR issues faced</li> <li>Secure buy-in for recommendations and solutions to resolve client's HR issues</li> <li>Evaluate the effectiveness of HR advisory projects and services in delivering expected outcomes and addressing clients' needs</li> <li>Provide strategic advice to senior management on HR issues that impact business performance</li> <li>Recommend enhancements to HR advisory and consulting processes for greater alignment with clients' needs</li> <li>Evaluate impact of delivered HR advisory and consultancy services or projects on business performance</li> <li>Refine HR advisory and consulting frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Interpret the impact of business strategies and priorities on HR imperatives</li> <li>Lead the identification of HR advisory services and projects required for future organizational needs</li> <li>Drive engagement efforts with senior stakeholders for the co-creation of new HR solutions</li> <li>Champion HR consulting projects that drive business performance</li> <li>Showcase success stories of HR consulting projects</li> <li>Develop thought leadership within the field of HR consulting and advisory</li> </ul>

# Human Resource Analytics and Insights

Deploy statistical and analytical techniques and tools to generate human resource-related insights and projections to support the business

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2005-1.1	PHC-GHR-3005-1.1	PHC-GHR-4005-1.1	PHC-GHR-5005-1.1	
FSC Proficiency Description		Perform basic analyses to draw inferences from data	Conduct data analyses and statistical modeling to derive insights	Align requirements of statistical models to organizational needs to draw and present relevant business insights	Direct the identification and investigation of human resource (HR) issues through data analytics and insight generation	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Hypothesis-testing concepts and methods</li> <li>Statistical methods in data analysis</li> <li>Types of data analysis</li> <li>Legal and ethical considerations when using the data for analytics</li> </ul>	<ul style="list-style-type: none"> <li>Types of data and data sources</li> <li>Types of tools and programming languages</li> <li>Data collection processes</li> <li>Concepts of data quality</li> <li>Methods of working with datasets and filtering noise data</li> <li>Types of statistical data modeling techniques</li> <li>Methods of creating reports of findings from analytical work</li> </ul>	<ul style="list-style-type: none"> <li>Applications of advanced analytical methods in a human resource (HR) context</li> <li>Principles of analytics architecture</li> <li>Methods of reviewing statistical models</li> <li>Existing analytical tools or data warehouse in the organization</li> <li>Types of data analytics technologies and tools</li> <li>Methods of preparing statistical models for operational use</li> <li>Types of data presentation techniques</li> </ul>	<ul style="list-style-type: none"> <li>Organizational vision and strategy</li> <li>Types of business issues that can be investigated using analytics</li> <li>Components of different data analytics technologies and tools</li> <li>Types of data frameworks</li> <li>Methods of forming a data analytics plan</li> </ul>	

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# Human Resource Analytics and Insights

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Apply hypothesis-testing concepts and methods on data</li> <li>Identify statistical methods to address simple problems</li> <li>Perform data analyses using basic statistical methods and techniques</li> <li>Determine the relationships between variables</li> <li>Identify unintended outcomes produced by analytical models</li> <li>Draw accurate inferences from data</li> </ul>	<ul style="list-style-type: none"> <li>Review data requirements for human resource (HR) analytics</li> <li>Load data into the analytics platform</li> <li>Cleanse the data according to the data requirements</li> <li>Utilize a range of statistical methods and analytics approaches to data</li> <li>Conduct statistical modeling of data</li> <li>Prepare numeric or visual presentations of data to report analysis findings</li> <li>Resolve any issues arising during the data preparation</li> <li>Interpret findings from data analyses and statistical modeling</li> <li>Develop technical and business reports with the analytical findings</li> </ul>	<ul style="list-style-type: none"> <li>Select the runtime environments for the statistical models to be deployed</li> <li>Define user requirements with the relevant stakeholders</li> <li>Define the analytics architecture requirements</li> <li>Publish the statistical models to production</li> <li>Develop processes to support the operations of the model with relevant stakeholders</li> <li>Fine-tune the deployed models to ensure that it delivers the expected outcomes</li> <li>Implement analytical and visualization techniques to present large quantities of data</li> <li>Evaluate results to extract insights that may affect business HR strategies</li> </ul>	<ul style="list-style-type: none"> <li>Define the business issues to be investigated using analytics with key business stakeholders</li> <li>Select appropriate analytics technologies and tools</li> <li>Conceptualize new data models and evaluate existing models for suitability</li> <li>Prioritize issues and new areas of focus that can be analyzed</li> <li>Provide leadership and expert guidance for analyzing both internal and external data</li> <li>Evaluate the business impact and viability of the insights derived</li> <li>Communicate business insights using textual, numeric, graphical and other visualization methods appropriate to the target audience</li> <li>Lead the application of analytics for future business planning</li> </ul>	



The information contained in this document serves as a guide.

# Human Resource Digitalization

Innovate human resource (HR) processes and practices through digitalization by evaluating its impact on the delivery of HR services

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-GHR-4006-1.1	PHC-GHR-5006-1.1	PHC-GHR-6006-1.1
FSC Proficiency Description				Identify opportunities to digitize data, processes and practices	Design digital frameworks and processes to facilitate the creation of an innovative business environment	Inspire a culture of digital innovation within the organization
Underpinning Knowledge				<ul style="list-style-type: none"> <li>New and innovative operating models deployed in the industry</li> <li>Concept and principles of digitization</li> <li>Pros and cons of digitized data</li> <li>Pros and cons of digitized processes</li> <li>Legal, ethical and security issues related to implementation of digitalization</li> </ul>	<ul style="list-style-type: none"> <li>Current and emerging digital technologies and processes in the human resource (HR) field</li> <li>Organization's operating context, business priorities, domain and environment</li> <li>Application of digitization to the business</li> <li>Techniques of business process redesign</li> <li>Best practices in implementation process of digitalization</li> <li>Success factors for implementation of digitalization</li> </ul>	<ul style="list-style-type: none"> <li>New and emerging trends in digitization and business innovation strategies</li> <li>Business implications of introducing digitalization</li> <li>Key business performance indicators in relation to process innovation and changes</li> <li>Best practices and techniques in organization culture change and transformation</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Compare current operating models for the human resource (HR) function with other models in the industry</li> <li>Analyse potential opportunities for digitalization to be introduced within the organization</li> <li>Identify ways which digitization of data can be applied to the business</li> <li>Conduct feasibility analyses to weigh the costs-benefits of digitizing processes and data</li> <li>Implement digital storage and processes in line with defined action plan</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate digitalization opportunities for viability, applicability to the organization and compatibility with HR objectives</li> <li>Design digital frameworks to structure the application of digital technologies to HR operations</li> <li>Re-design HR operating processes to incorporate digital processes and technologies</li> <li>Develop action plans to implement the digital technologies and practices for HR activities</li> <li>Review effectiveness of digitalized processes</li> <li>Recommend steps to improve the integration of digital technologies and processes within the HR function</li> </ul>	<ul style="list-style-type: none"> <li>Cultivate a mindset of digital innovation within and beyond the organization</li> <li>Determine strategies to leverage on business opportunities for human resource (HR) digitalization</li> <li>Establish strategies to monitor and evaluate performance of current systems and processes</li> <li>Approve recommendations on HR operations for digitalization</li> <li>Inspire business process transformation through HR digitalization</li> <li>Establish objectives, measures and communication plans to guide implementation of digitalized processes</li> </ul>

# Human Resource Policies and Legislation Framework Management

Develop and review human resource (HR) policies and procedures based on organizational needs, and in compliance to legislative, ethical and regulatory standards

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3003-1.1	PHC-HRP-4003-1.1	PHC-HRP-5003-1.1	PHC-HRP-6003-1.1
FSC Proficiency Description			Draft human resource (HR) policies for the organization	Develop human resource (HR) policy documents in adherence to legislative requirements	Establish human resource (HR) policy frameworks to support the successful implementation of HR objectives	Align organizational human resource (HR) policies with national strategic HR initiatives and legislation
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Labor policies and legislation impacting the organization</li> <li>Employment laws, guidelines and frameworks</li> <li>Tripartite guidelines for fair employment</li> <li>Types of HR policies</li> <li>Sections of a HR policy document</li> <li>HR policy writing techniques</li> <li>Elements of a well-written policy document</li> <li>Methods of displaying standards and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>National labor policies and legislation</li> <li>Components of HR policy document</li> <li>Intended users of HR policy</li> <li>Legal, ethical and socio-cultural considerations of HR policies</li> <li>Models and methods for identifying breaches in HR policy</li> </ul>	<ul style="list-style-type: none"> <li>National government policies and initiatives on labor and employment</li> <li>Impact of labor policies and legislation on internal HR policies and organization</li> <li>Components of a HR policy framework</li> <li>Purposes and objectives of HR policy frameworks and procedures</li> <li>Processes of HR policy development and review</li> <li>Components of communication and implementation plans</li> <li>Evaluation criteria of policies and procedures</li> <li>Relevant professional and industry codes of practice and standards related to HR policy development</li> </ul>	<ul style="list-style-type: none"> <li>Methods for accessing information on national HR policies</li> <li>Range of privacy and confidentiality considerations when handling with sensitive national policies</li> <li>Models and methods for analyzing gaps in HR policies</li> <li>Methods to conduct stakeholder analysis</li> <li>Types of networking techniques</li> </ul>

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The information contained in this document serves as a guide.

# Human Resource Policies and Legislation Framework Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none"> <li>Identify objectives of HR policies in accordance with organizational HR standards and guidelines</li> <li>Consolidate research and supporting information required to develop HR policies</li> <li>Identify labor policies and legislation that are relevant to the organization's HR function</li> <li>Draft HR policies according to outlined structure</li> <li>Proofread HR policies to minimize errors</li> </ul>	<ul style="list-style-type: none"> <li>Identify types of HR policies to address organization's HR standards and guidelines</li> <li>Identify legislative and compliance requirements, and risks relevant to the organization</li> <li>Outline the structures of HR policies in consultation with relevant stakeholders</li> <li>Review HR policy drafts</li> <li>Verify prepared HR policy content</li> <li>Refine HR policy documents according to legislative and compliance requirements</li> <li>Document HR policies according to organizational procedures and legislative requirements</li> <li>Communicate HR policies to employees and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Review existing HR policy framework against organizational needs and legislative, ethical and socio-cultural requirements</li> <li>Assess impact of changes to labor policies and legislation on internal HR policies</li> <li>Develop HR policy frameworks according to organization's business philosophy and vision and in compliance with legal, ethical and socio-cultural requirements</li> <li>Consult with legislative authorities to verify soundness of HR policies</li> <li>Secure buy-in and approval on policies and procedures from key stakeholders</li> <li>Develop communication and implementation plans to address the impact of changes in HR policies</li> <li>Evaluate HR policies and procedures to ensure effectiveness, clarity and relevance of the frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize national policies and laws that would impact organization's HR standards and guidelines</li> <li>Evaluate impact of changes to labor policies and legislation on the business</li> <li>Drive the development and revision of HR policies according to national manpower initiatives</li> <li>Devise strategies to implement and incorporate national manpower initiatives in HR policies</li> <li>Communicate the impact of national HR initiatives to internal and external stakeholders</li> <li>Secure buy-in for HR policy changes from internal and external stakeholders</li> <li>Coach stakeholders on change management for relevant HR policies</li> <li>Evaluate effectiveness and business impact of HR policies</li> <li>Drive further refinements to HR policies for greater alignment with national initiatives and legislation</li> </ul>

# Human Resource Practices Implementation

Implement human resource (HR) practices by integrating local and international requirements, guidelines and best practices

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-HRP-2004-1.1	PHC-HRP-3004-1.1	PHC-HRP-4004-1.1	PHC-GHR-5007-1.1	
FSC Proficiency Description		Implement human resource (HR) practices in the organization	Review human resource (HR) practices and recommend enhancements	Establish human resource (HR) practices and implementation strategies	Integrate current human resource (HR) practices with global industry trends and best practices	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Guidelines for fair employment and other industry guidelines</li> <li>Employment guidelines and regulations to operate in the Philippines</li> <li>Tripartism employment laws</li> <li>Privacy and confidentiality considerations related to HR practices</li> <li>Organizational policies and procedures related to HR practices</li> </ul>	<ul style="list-style-type: none"> <li>Industry best practices in HR</li> <li>Industry trends and developments in relation to fair employment practices</li> <li>Communication techniques and platforms</li> <li>Cultural differences</li> </ul>	<ul style="list-style-type: none"> <li>Components of implementation strategy</li> <li>Measures to evaluate effectiveness of HR practices</li> <li>Techniques of HR effectiveness analysis</li> <li>Impact of diversity on HR practices</li> </ul>	<ul style="list-style-type: none"> <li>Global industry trends related to HR practices</li> <li>International legislative requirements</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Interpret HR policies and practices and their implications on employees</li> <li>Implement HR programs and policies</li> <li>Gather feedback from employees on the impact of HR practices</li> <li>Deploy communication materials related to current HR practices</li> <li>Support the communication of HR policies and practices to employees</li> <li>Implement HR handbook</li> <li>Review current HR practices</li> </ul>	<ul style="list-style-type: none"> <li>Analyze HR practices in accordance with regulatory guidelines</li> <li>Identify changes required to HR systems for better alignment with industry best practices</li> <li>Recommend enhancements to senior management, indicating rationale, costs and benefits for buy-in</li> <li>Develop HR tools to support implementation</li> <li>Supervise implementation of HR practices in the organization</li> <li>Develop and review communication materials developed to suggest amendments</li> <li>Lead communication of HR policies and practices to employees</li> </ul>	<ul style="list-style-type: none"> <li>Determine HR practices that are suitable for the organization</li> <li>Craft organization's HR practices</li> <li>Design strategies to implement HR practices</li> <li>Liaise with senior leaders in the organization to ensure their alignment with organization's HR practices</li> <li>Determine key channels for communication of HR practices</li> <li>Identify opportunities in business operations to integrate HR practices</li> <li>Formulate measures and criteria to determine effectiveness of HR practices</li> <li>Recommend corrective and improvement actions to HR practices</li> </ul>	<ul style="list-style-type: none"> <li>Engage with industry HR practitioners to identify global trends in implementing HR practices</li> <li>Collaborate with senior business stakeholders to translate global practices into local organizational context</li> <li>Approve organization's HR practices</li> <li>Devise action plans to integrate global practices with current HR practices</li> <li>Evaluate effectiveness of integrating global best practices within the organization context</li> <li>Lead efforts to enhance alignment of internal HR practices with external best practices</li> </ul>	

# Human Resource Service Quality Management

Develop and implement human resource (HR) service management frameworks, incorporating service quality standards, agreements and metrics

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-GHR-4007-1.1	PHC-GHR-5007-1.1	PHC-GHR-6007-1.1
FSC Proficiency Description				Lead the implementation of human resource (HR) service management frameworks within the organization	Lead the implementation of human resource (HR) service management frameworks within the organization	Cultivate a service-oriented mindset within the human resource (HR) department to serve both internal and external customers
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Types of HR service delivery structures</li> <li>Metrics of service level agreements on service quality</li> <li>Stakeholders impacted by HR service level agreements on service quality</li> <li>Data analysis techniques</li> <li>Types of service quality data</li> </ul>	<ul style="list-style-type: none"> <li>Elements of a HR service delivery model</li> <li>Components of a HR service management framework</li> <li>Industry best practices in service quality management</li> <li>Industry standards in service quality</li> <li>Types of service excellence metrics and indicators</li> </ul>	<ul style="list-style-type: none"> <li>Organization's business strategies</li> <li>Design elements of the organizational structure</li> <li>Pros and cons of different HR operating models</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Develop service quality agreements with internal stakeholders</li> <li>Evaluate data on current service quality levels</li> <li>Review HR services against metrics in the service quality management frameworks</li> <li>Communicate findings and outcomes of HR service quality reviews to relevant stakeholders</li> <li>Identify opportunities for continuous improvement of HR service quality</li> <li>Review HR service quality agreements</li> <li>Manage service level agreements</li> </ul>	<ul style="list-style-type: none"> <li>Analyze merits of different service delivery structures and standards</li> <li>Implement HR service quality standards</li> <li>Design target HR service delivery structures and models</li> <li>Develop HR service management frameworks</li> <li>Establish HR service quality standards and targets to be achieved</li> <li>Develop service excellence metrics and indicators</li> <li>Recommend changes to service level agreements to enhance alignment with service delivery models</li> </ul>	<ul style="list-style-type: none"> <li>Define framework for service delivery model</li> <li>Determine fit-for-purpose HR operating models based on the organization's business strategies</li> <li>Inspire service quality excellence amongst senior management</li> <li>Drive the attainment of service quality certifications for the HR function</li> <li>Approve changes to service level agreements</li> </ul>

# Human Resource Strategy Formulation

Establish human resource (HR) strategies and priorities that are aligned with current and future business needs

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4005-1.1	PHC-HRP-5005-1.1	PHC-HRP-6005-1.1
FSC Proficiency Description				Implement human resource (HR) programs and services in the organization	Develop human resource (HR) plans and programs in support of the HR strategies	Establish human resource (HR) strategies for the organization
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Legal and ethical considerations related to development and provision of HR services</li> <li>Relation between HR and organizational strategies</li> <li>Communication techniques and channels</li> <li>Facilitation skills</li> <li>Techniques of analysis</li> <li>Models and methods to evaluate effectiveness of HR programs</li> </ul>	<ul style="list-style-type: none"> <li>Principles of strategic HR management</li> <li>Models of consultation</li> <li>Business needs of an organization</li> <li>Components of HR interventions</li> <li>Risk management</li> <li>Components of action planning</li> <li>Industry codes of practice and standards related to HR operations</li> <li>Criteria to evaluate effectiveness of HR interventions</li> <li>Feedback methods and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Elements of HR strategy</li> <li>Trends and developments in the evolution of HR's role</li> <li>Organization's business strategies</li> <li>Factors affecting HR strategy</li> <li>Types of stakeholders' requirements</li> <li>Industry codes of practice and standards</li> <li>Consultation models and methods to develop HR strategies</li> <li>Common barriers to change at organization level</li> <li>Global HR trends</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Identify opportunities to automate processes across warehouse lifecycle</li> <li>Implement new automated procedures with process workflows</li> <li>Identify and define appropriate data sources, tools, and techniques for extracting application support data</li> <li>Analyze effectiveness and impacts of warehouse automation applications</li> <li>Implement application support policies and procedures</li> <li>Implement user training materials</li> </ul>	<ul style="list-style-type: none"> <li>Provide strategic guidance on intelligent automation processes across warehouse lifecycle</li> <li>Lead implementation of new automated procedures with process workflows</li> <li>Provide guidance towards appropriate data sources, tools, and techniques for extracting application support data</li> <li>Devise strategies for development of effective and impactful warehouse automation applications</li> <li>Provide guidance on application support policies and procedures</li> <li>Initiate automation enhancement from data analysis trends and key issues</li> <li>Oversee delivery of training materials</li> </ul>	<ul style="list-style-type: none"> <li>Create a vision for the role of HR in the organization</li> <li>Synthesize trends related to management and development of HR services</li> <li>Consult stakeholders to gather inputs for HR strategies</li> <li>Define priorities for development of HR strategies and plans</li> <li>Establish HR strategies for the organization in alignment with business strategies and objectives</li> <li>Review the financial budget for approval</li> <li>Secure buy-in from senior stakeholders for HR's vision and strategies</li> <li>Establish criteria to evaluate the success of HR strategy implementation</li> <li>Drive enhancements to the HR strategies</li> </ul>

The information contained in this document serves as a guide.



# Human Resource Systems Management

Establish and manage effective and efficient human resource (HR) management systems

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2008-1.1	PHC-GHR-3008-1.1	PHC-GHR-4008-1.1	PHC-GHR-5008-1.1	
FSC Proficiency Description		Operate human resource (HR) management systems	Implement human resource (HR) management systems	Evaluate human resource (HR) management systems	Establish business needs and guidelines for human resource (HR) management systems	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Legal and ethical considerations related to HR information services</li> <li>Range of services offered by HR departments</li> <li>Features and characteristics of software-based HR management systems</li> <li>Privacy and confidentiality considerations that govern all HR transactions</li> <li>Systems used in processing HR documentation</li> </ul>	<ul style="list-style-type: none"> <li>Policies, procedures and processes related to organizational HR function</li> <li>Privacy and confidentiality considerations that govern all HR transactions</li> <li>Steps to implement HR management systems</li> <li>Elements of software-based HR management systems</li> <li>Application of software-based HR management systems</li> <li>Impact of HR information services on employees and operational areas of the organization</li> </ul>	<ul style="list-style-type: none"> <li>Organizational HR management system requirements</li> <li>Measures of effectiveness and efficiency of HR management systems</li> <li>Industry practices on HR management systems</li> <li>Market trends related to HR management systems</li> <li>Elements of software evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Impact analysis of the HR management systems</li> <li>Cost analysis of the HR management systems</li> <li>Models and methods used in evaluating HR management software systems</li> <li>Emerging trends related to HR management systems</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Access HR systems to input required information</li> <li>Verify accuracy of information to be entered into HR management systems</li> <li>Input data into HR management systems according to policies and procedures</li> <li>Access systems to retrieve required information for report generation</li> <li>Review information to ensure accuracy, reliability and sufficiency of information relevant to its intended use</li> <li>Identify errors in the HR systems</li> <li>Recommend improvements for increasing effectiveness of the systems</li> <li>Troubleshoot minor system issues</li> </ul>	<ul style="list-style-type: none"> <li>Challenge current processes and identify opportunities to enhance HR processes and practices by leveraging on technology solutions</li> <li>Gather user requirements to support the development and implementation of HR systems</li> <li>Manage HR systems implementation to ensure project requirements are met</li> <li>Engage stakeholders to gain buy-in and support for the rollout of the HR management systems</li> <li>Manage rollout plans to ensure organizational readiness for implementation</li> <li>Evaluate implementation efforts to identify areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate existing HR management systems to identify areas for improvement</li> <li>Analyse market trends related to HR management systems</li> <li>Evaluate software system options and vendors that cater to the identified HR management systems requirements</li> <li>Recommend HR management systems solutions aligned to organizational needs and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Analyze the impact of HR management systems on the organization</li> <li>Determine the uses of the HR management systems to support HR initiatives and programs</li> <li>Project future needs of the HR management systems</li> <li>Establish guidelines and criteria for evaluating HR management systems</li> <li>Review recommendations on HR management systems</li> <li>Endorse HR management systems solutions that align to the organizational needs, objectives and budgets</li> </ul>	

# Industry Networking

Establish broad external networks to enhance the organization's value proposition and access to a community of professionals and potential candidates

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-EAT-3003-1.1	PHC-EAT-4003-1.1	PHC-EAT-5003-1.1	PHC-EAT-6003-1.1
FSC Proficiency Description			Maintain industry networks for talent attraction and sourcing	Manage networks to attract potential candidates	Build networks to promote employer reach and brand	Champion the organization's human resource (HR) agenda on local, regional and global platforms
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of industry networks</li> <li>Processes for managing database systems</li> <li>Organization's vision, mission and values</li> <li>Stakeholder management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Industry network-building techniques</li> <li>Organization's employer value proposition</li> <li>Event management</li> <li>Human resource (HR) market conditions</li> </ul>	<ul style="list-style-type: none"> <li>Organization's business and people agenda</li> <li>Characteristics of industry networks and associations</li> <li>Emerging market trends in human resource (HR)</li> <li>Strategic stakeholder management techniques</li> <li>Personal branding techniques</li> <li>Employer branding techniques</li> <li>Types of platforms to expand industry networks</li> </ul>	<ul style="list-style-type: none"> <li>Processes and methodologies in HR strategy development</li> <li>Organization's business and people agenda</li> <li>Macro trends in HR</li> <li>Local, regional and global platforms and avenues for industry networking</li> </ul>
Skills Application			<ul style="list-style-type: none"> <li>Maintain database of contacts to facilitate access to potential recruits</li> <li>Participate in human resource (HR) events to increase access to potential recruits and professional contacts</li> <li>Communicate with individuals within existing industry networks and databases</li> <li>Source for potential talent from existing industry networks and databases</li> <li>Sustain positive relationships with industry contacts</li> </ul>	<ul style="list-style-type: none"> <li>Develop database of contacts to facilitate access to potential recruits</li> <li>Identify key influencers and stakeholders within the industry</li> <li>Reach out to key stakeholders through current contacts to deepen network</li> <li>Expand existing networks by assessing market situation to identify new contacts</li> <li>Enhance organization's branding and position as an employer of choice through external events</li> </ul>	<ul style="list-style-type: none"> <li>Develop networking strategies to gain access to target contacts and candidates</li> <li>Build networks of senior industry and professional contacts</li> <li>Make inroads into new networks and communities that can further the organization's HR agenda</li> <li>Create a strong personal brand as a HR professional to attract senior candidates to the organization</li> <li>Present insights via public and digital platforms to create personal branding</li> <li>Identify opportunities for hires of potential candidates equipped with the required skills</li> </ul>	<ul style="list-style-type: none"> <li>Represent the organization through proactive participation in professional associations</li> <li>Present thought leadership on local, regional and global platforms</li> <li>Champion large-scale HR initiatives to set trends in the industry</li> <li>Build upon regional and global networks of contacts including senior stakeholders</li> </ul>

# Involuntary Exit Management

Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-ESE-2001-1.1	PHC-ESE-3001-1.1	PHC-ESE-4001-1.1	PHC-ESE-5001-1.1	
FSC Proficiency Description		Administer processes for involuntary employee exits	Implement processes to manage involuntary employee exits	Develop policies and guidelines to manage involuntary exit processes	Establish strategies and plans to manage involuntary exits	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of involuntary exits</li> <li>Termination and retirement policies</li> <li>Processes to administer involuntary exits and retirements</li> <li>Ethical, legal and professional considerations related to involuntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Procedures of conducting an exit interview</li> <li>Supporting documentation required on outplacement</li> <li>Methods of analyzing involuntary exit information</li> </ul>	<ul style="list-style-type: none"> <li>Legal and regulatory requirements related to involuntary exits, including reportorial requirements.</li> <li>Elements of a termination policy</li> <li>Elements of a retirement policy</li> <li>Criteria for measuring the impact of terminations and retirements</li> </ul>	<ul style="list-style-type: none"> <li>Industry best practices in relation to involuntary exit management</li> <li>Market trends from other industries</li> <li>Strategies to manage employee rationalization program including but not limited to redundancies and retrenchments / layoff</li> <li>Methods of reviewing human resource (HR) policies in relation to involuntary exit management</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Administer involuntary exit processes according to organizational policies and procedures</li> <li>Draft documentation required for involuntary exits</li> <li>Provide information to employees on involuntary exit policies</li> <li>Maintain comprehensive records of involuntary employee exits</li> </ul>	<ul style="list-style-type: none"> <li>Communicate termination and retirement policies to stakeholders</li> <li>Support employees' supervisors in managing involuntary exits</li> <li>Analyze information provided for involuntary exit cases for reporting and verification purposes</li> <li>Conduct exit interviews</li> <li>Advise employee of regulations against competition, disclosure and litigation</li> <li>Inform exiting employees of available assistance and options of alternate employment and/or livelihood</li> <li>Document exit interview feedback</li> <li>Maintain professionalism in interactions with exiting employees to uphold organization reputation</li> <li>Review documentation related to involuntary exits</li> <li>Analyze data related to the impact of involuntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Develop involuntary exit policies in compliance with legal and regulatory requirements</li> <li>Establish guidelines for involuntary exit processes</li> <li>Coach stakeholders on involuntary exit procedures</li> <li>Engage unions on involuntary exit decisions and procedures</li> <li>Ensure performance-related involuntary exits adhere to legal requirements</li> <li>Formulate measures and criteria to determine the impact of involuntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Determine business impact of retirements and redundancies on the organization</li> <li>Identify business processes re-design, job re-design, training, reskilling and other opportunities to minimize involuntary exits</li> <li>Develop HR strategies to minimize impact of involuntary exits</li> <li>Advise senior leadership on the communication of involuntary exit decisions</li> <li>Review industry best practices in involuntary exit policies</li> <li>Manage regulatory bodies and external stakeholders' perceptions following involuntary exits</li> <li>Enhance existing policies to increase effectiveness and alignment with organizational requirements</li> </ul>	

# Job Analysis and Evaluation

Define and evaluate job requirements and expectations against specific metrics, structures or systems

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-EAT-2004-1.1	PHC-EAT-3004-1.1	PHC-EAT-4004-1.1		
FSC Proficiency Description		Consolidate information to support job descriptions and evaluations	Perform job analysis and evaluations	Review job analysis and evaluation processes and methodologies		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Privacy and confidentiality guidelines related to the handling of organization's data</li> <li>Types of documentation used for job evaluations</li> <li>Components of a job description</li> <li>Talent acquisition compliance requirements</li> <li>Guidelines and standards on fair labor practices based on the Labor Code of the Philippines</li> <li>Job analysis processes</li> <li>Job evaluation processes</li> </ul>	<ul style="list-style-type: none"> <li>Job analysis methodologies</li> <li>Objectives and target audience of job descriptions</li> <li>Job evaluation methodologies</li> <li>Best practices in job evaluation</li> <li>Techniques of job evaluation</li> <li>Tools used for job evaluation</li> <li>Applications of job descriptions and job evaluation results</li> </ul>	<ul style="list-style-type: none"> <li>Principles of job analysis</li> <li>Importance of job profiles in various human resource (HR) processes</li> <li>Guidelines and national initiatives related to recruitment and selection</li> <li>Methods of applying job descriptions in HR practices</li> <li>Principles of job evaluation</li> <li>Job evaluation methodologies</li> </ul>		
Skills Application		<ul style="list-style-type: none"> <li>Gather information on job requirements from line managers to develop job descriptions</li> <li>Collate documentation used for job evaluations</li> <li>Communicate information on methodologies and tools used in job evaluation to relevant employees</li> <li>Document input on activities performed by job incumbents</li> <li>Disseminate endorsed job descriptions to relevant parties</li> </ul>	<ul style="list-style-type: none"> <li>Implement the role clarification processes</li> <li>Conduct job analysis to identify duties and responsibilities of a job</li> <li>Develop job descriptions</li> <li>Analyze current job descriptions to ensure continued relevance</li> <li>Identify unique job roles to be evaluated</li> <li>Evaluate the sizes of jobs against predefined criteria</li> <li>Explain rationale and supporting evidence for job evaluation outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Oversee the role clarification and job analysis processes</li> <li>Review job descriptions for accuracy and continued relevance</li> <li>Recommend improvements and refinements to job descriptions and role clarification processes</li> <li>Review job analysis processes</li> <li>Oversee job evaluation processes to ensure robustness of methodologies applied</li> <li>Review accuracy of job evaluation results</li> <li>Present job evaluation results to senior stakeholders</li> <li>Develop review systems for obtaining feedback on the job clarification and design processes</li> </ul>		

The information contained in this document serves as a guide.

# Knowledge Management

Develop and deploy a process of organizing, creating, using, and sharing collective knowledge within the organization.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code	PHC-INN-1001-1.1	PHC-INN-2001-1.1	PHC-INN-3001-1.1	PHC-INN-4001-1.1	PHC-INN-5001-1.1	PHC-INN-6001-1.1
FSC Proficiency Description	Document learning resulting from use of the knowledge management systems, report activities and capture information in a systematic manner	Provide feedback about clarity, accuracy, currency and relevance of the knowledge management systems' outputs to relevant personnel and check and maintain information for clarity, accuracy, currency and relevance	Analyze and prepare knowledge items for contribution to the knowledge management systems. Improve work practices as a result of learning from use of the system.	Manage and store information within databases, documents, policies and procedures amongst teams in a systematic manner to capture knowledge items in support of organizational learning	Devise and formulate knowledge management frameworks and processes that encourage sharing of information and encapsulate a portal of easily accessible information	Champion a culture of information sharing and influence the organization to establish a sustainable knowledge management framework in support of sustaining the development and maintenance of business information
Skills Application	<ul style="list-style-type: none"> <li>Definition and components of knowledge management system</li> <li>Methods to collect, analyze, report and present information from knowledge management system</li> <li>Sources of information of organization</li> </ul>	<ul style="list-style-type: none"> <li>Definition and components of knowledge management system</li> <li>Methods to collect, analyze, report and present information from knowledge management system</li> <li>Sources of information of organization</li> </ul>	<ul style="list-style-type: none"> <li>Definition and components of knowledge management system</li> <li>Methods to collect, analyze, report and present information from knowledge management system</li> <li>Sources of information of organization</li> <li>Organizational guidelines and/or policies with regard to knowledge management system</li> <li>Related information management systems and business technology</li> </ul>	<ul style="list-style-type: none"> <li>Types of system requirements</li> <li>System users</li> <li>Implementation plans for knowledge management system</li> <li>Technology available to implement knowledge management system</li> <li>Types of information management systems</li> <li>Consultation techniques and processes to gather user requirements</li> <li>Communication plans to employees</li> <li>Change management principles</li> <li>Barriers to implementation of knowledge management system</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and components of knowledge management system</li> <li>Knowledge management strategies and policies</li> <li>Business processes and relevant information required</li> <li>Considerations for information management</li> <li>Evaluation criteria of knowledge management systems</li> <li>Applicable information management systems and software</li> <li>System users</li> <li>Components for knowledge management practices in the organization</li> <li>Knowledge management processes</li> </ul>	<ul style="list-style-type: none"> <li>Objectives of knowledge and information management strategies</li> <li>Types of knowledge levers to generate knowledge within the organization</li> <li>Methods and systems for capturing and storing knowledge</li> <li>Benefits of implementing knowledge management system</li> <li>Components of knowledge management system</li> <li>Critical success factors of knowledge and information management strategies</li> <li>Individual role in championing knowledge management strategies</li> </ul>

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# Knowledge Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Access knowledge management systems to assist with specific tasks in line with system procedures</li> <li>Document sources of information in accordance with organizational guidelines and policies</li> </ul>	<ul style="list-style-type: none"> <li>Analyze and report information pertaining to knowledge management systems</li> <li>Administer knowledge management systems to ensure proper maintenance</li> <li>Research industry best practices and benchmark against organization's practices to identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>Identify sources of information in accordance with organizational guidelines and policies</li> <li>Collect, analyze and report information to relevant stakeholders</li> <li>Present information to relevant stakeholders in an appropriate format, style and structure using suitable business technology to support decision-making</li> <li>Identify information requirements from stakeholders and system users in accordance with organizational procedures</li> <li>Access knowledge management systems to assist with specific tasks in line with system procedures</li> <li>Identify relevant requirements and address principal areas of information risks requiring record keeping strategies to ensure system integrity</li> <li>Review and propose improvements to work practices to support knowledge management strategies</li> <li>Administer knowledge management systems to ensure its proper maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Identify and evaluate system requirements with system users to support implementation of knowledge management systems</li> <li>Develop implementation plans in consultation with relevant stakeholders</li> <li>Define and communicate implementation plans, components of knowledge management systems and procedures for using the system to employees</li> <li>Implement system in accordance with action plans and organizational guidelines and/or policies</li> <li>Evaluate end-to-end implementation of knowledge and information management strategies to monitor performance of system</li> <li>Evaluate and recommend refinements to knowledge management systems in consultation with relevant stakeholders</li> <li>Implement knowledge management systems</li> <li>Manage knowledge management systems</li> <li>Establish documentation policies and processes</li> </ul>	<ul style="list-style-type: none"> <li>Determine organizational information required and research on available knowledge management systems to identify suitable system for the organization</li> <li>Recommend knowledge management systems appropriate for organizational needs, goals and expected outcomes in consultation with relevant stakeholders</li> <li>Develop knowledge management strategies and policies in accordance with organizational guidelines and/or policies and taking into account available resources</li> <li>Develop implementation strategies for knowledge management systems</li> <li>Establish procedures to evaluate and refine knowledge management systems</li> </ul>	<ul style="list-style-type: none"> <li>Communicate business value of information usage and business knowledge to organization</li> <li>Set objectives of knowledge and information management strategies to communicate to relevant stakeholders</li> <li>Create a conducive environment for knowledge management in the organization</li> <li>Direct development of knowledge and information management strategies</li> <li>Review knowledge management systems, strategies and policies for endorsement purposes</li> </ul>

# Labor Relations Management

Manage labor relations to support, enhance and strengthen the relationships amongst trade unions, labor federations and employee councils.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WEN-3011-1.1	PHC-WEN-4011-1.1	PHC-WEN-5011-1.1	
FSC Proficiency Description			Implement solutions to resolve labor relations issues.	Enhance labor relations at the workplace	Establish labor relations strategies	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Organizational policies and procedures in relation to labor practices</li> <li>Role of tripartite parties in labor relations system</li> <li>Union organizational structures and relationships, which include local unions, federations, and national unions.</li> <li>Union and organizational escalation processes for labor relation issues</li> <li>Labor law, regulations and social legislations.</li> <li>Labor Standards related to labor practices, collective bargaining, negotiations and agreement.</li> <li>Collective bargaining processes</li> <li>Communication techniques and channels</li> <li>Supreme Court decisions and Jurisprudence relating to labor and employment.</li> </ul>	<ul style="list-style-type: none"> <li>Models and methods for engaging, negotiating and communicating with key stakeholders in labor relations</li> <li>Characteristics and motivations of individuals in the collective bargaining processes</li> <li>Elements of collective bargaining agreements</li> <li>Industry best practices in managing labor relation</li> </ul>	<ul style="list-style-type: none"> <li>Industry trends and developments in relation to labor relations best practices</li> <li>Changes in social, political and economic climate</li> <li>Impact of changes in national policies on labor relations</li> <li>Frameworks for managing labor relations</li> </ul>	

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# Labor Relations Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Identify labor practices and compliance requirements in organizational context</li> <li>Analyze labor-related issues at the workplace</li> <li>Interpretation and implementation of collective bargaining agreements.</li> <li>Conciliation and Mediation Process.</li> <li>Communicate solutions to involved parties</li> <li>Implement programs to enhance relations with labor unions and labor-management relations.</li> <li>Draft collective bargaining agreements</li> <li>Document labor relations activities</li> </ul>	<ul style="list-style-type: none"> <li>Build networks with representatives from government, labor unions and federations.</li> <li>Design programs to enhance positive relations and conflict resolution with labor unions</li> <li>Determine the organization's position to prepare for collective bargaining</li> <li>Dialogue with labor unions on labor-related issues</li> <li>Review collective bargaining agreements</li> <li>Develop systems and processes to implement agreed outcomes of collective bargaining processes</li> <li>Document collective bargaining processes and the outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate market trends related to labor relations practices</li> <li>Analyze impact of national policy changes on labor relations practices</li> <li>Formulate effective labor relations strategies to enhance working relationships between all parties</li> <li>Design labor relations frameworks and policies to support the strategies</li> <li>Influence representatives from government, labor union, and external HR leaders</li> <li>Lead the collective bargaining processes to achieve mutually agreeable outcomes</li> <li>Direct the preparation and implementation of collective bargaining agreements</li> </ul>	



The information contained in this document serves as a guide.

# Leadership Development

Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WDE-4006-1.1	PHC-WDE-5006-1.1	PHC-WDE-6006-1.1
FSC Proficiency Description				Develop programs and initiatives to build the organization's leadership culture and identity	Drive leadership development initiatives in alignment with organization's objectives	Inspire a culture of strong leadership by promoting leadership development across the organization
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Types of leadership capabilities and styles</li> <li>Types of leadership development opportunities</li> <li>Human resource (HR) processes and organizational policies relevant to leadership development</li> <li>Learning and development programs and objectives</li> <li>Impact of leadership development on talent management practices</li> <li>Communication techniques and channels</li> <li>Roles and responsibilities of various stakeholders in leadership development</li> <li>Techniques of evaluating the effectiveness of leadership development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Organization's objectives and business needs</li> <li>Best practices of leadership development frameworks</li> <li>Components of leadership development frameworks</li> <li>Principles and processes of financial management</li> <li>Stakeholder engagement techniques and best practices</li> <li>Market trends impacting leadership development</li> </ul>	<ul style="list-style-type: none"> <li>Principles of culture building</li> <li>Impact of leadership development on the achievement of organization's objectives</li> <li>Methods of promoting leadership development</li> <li>Indicators of success for leadership development initiatives</li> </ul>

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# Leadership Development

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none"> <li>Translate leadership identity and principles into learning and development programs</li> <li>Develop leadership development initiatives</li> <li>Oversee implementation of leadership development initiatives</li> <li>Set up systems and practices that empower leaders to lead and coach others</li> <li>Communicate HR processes and organizational policies relevant to leadership development to leaders</li> <li>Evaluate the effectiveness of leadership development initiatives</li> <li>Propose improvements to enhance effectiveness of leadership development programs</li> <li>Drive apprenticeship programs for leadership development.</li> </ul>	<ul style="list-style-type: none"> <li>Develop leadership development plans and frameworks within the organization</li> <li>Secure financial resources for leadership development initiatives</li> <li>Align leadership development initiatives to organization's objectives</li> <li>Incorporate trends impacting leadership development into leadership frameworks</li> <li>Secure buy-in from key stakeholders on leadership development initiatives</li> <li>Promote leadership accountability across human resource (HR) managers</li> <li>Establish the criteria and measures to evaluate the effectiveness of leadership development initiatives</li> <li>Evaluate the impact of leadership development initiatives on business performance</li> </ul>	<ul style="list-style-type: none"> <li>Define the desired leadership culture and identity for the organization</li> <li>Set objectives for leadership development</li> <li>Lead the identification and development of leadership capabilities required for future organizational needs</li> <li>Conceptualize the organization's leadership frameworks to organize a portfolio of leadership initiatives</li> <li>Determine the right leadership development methodologies</li> <li>Champion leadership development efforts in line with business performance</li> <li>Evaluate organizational costs and benefits of leadership development initiatives</li> <li>Showcase success stories of leadership development initiatives</li> </ul>



The information contained in this document serves as a guide.

# Learning and Development Program Management

Establish and implement learning and development programs and channels to facilitate employees' growth and capability building

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WDE-2007-1.1	PHC-WDE-3007-1.1	PHC-WDE-4007-1.1	PHC-WDE-5007-1.1	
FSC Proficiency Description		Support the execution of learning and development programmes	Implement learning and development programmes to ensure a smooth learning and development experience for employees	Develop learning and development programmes and channels to build capabilities	Direct learning and development programmes and channels in alignment with organisation's objectives	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of learning and development programmes</li> <li>Venues and resources used in learning and development programmes</li> <li>Communication techniques and channels</li> <li>Administrative tasks and processes to support learning and development programmes</li> <li>Components of a feedback form</li> <li>Types of data and documentation generated in training programmes</li> <li>Functions of report generating systems</li> <li>Techniques to analyse feedback</li> </ul>	<ul style="list-style-type: none"> <li>Features of an optimal learning and development experience for employees</li> <li>Organisational policies and procedures related to learning and development implementation</li> <li>Vendor management techniques and best practices</li> <li>Roles and responsibilities of various stakeholders in the delivery of learning and development programmes</li> <li>Stakeholder engagement techniques and best practices</li> <li>Best practices in designing feedback forms</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's learning and development needs</li> <li>Components of learning and development roadmaps</li> <li>Principles, theories and models of effective learning</li> <li>Types of learning and development channels</li> <li>Characteristics of learning and development programmes including the methods of delivery</li> <li>Legal requirements related to the learning and development programmes</li> <li>Techniques of evaluating the effectiveness of learning and development programmes</li> <li>Best practices of learning and development programme design</li> <li>New and emerging channels for learning and development</li> <li>Stakeholder engagement techniques and best practices</li> <li>Trends in learning and development</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's objectives and business needs</li> <li>New technologies used in the delivery of learning and development</li> <li>Components of learning and development programme frameworks</li> <li>Principles and processes of financial budgeting</li> <li>Critical success factors for effective learning and development programmes</li> </ul>	

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# Learning and Development Program Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Disseminate information about learning and development programmes</li> <li>Respond to routine enquiries from employees related to learning and development programs</li> <li>Coordinate the arrangement of venues and resources required</li> <li>Communicate with training providers on their requirements</li> <li>Track registrations and attendance for the learning and development programmes</li> <li>Apply for grants for learning programmes</li> <li>Gather learning effectiveness feedback</li> <li>Generate learning effectiveness reports</li> <li>Maintain systems for the generation of learning effectiveness reports and storage of learning and development data</li> <li>Report learning and development expenses for specified time periods</li> </ul>	<ul style="list-style-type: none"> <li>Develop learning calendar based on learning and development programs developed</li> <li>Roll out learning and development programs aligned to organizational policies</li> <li>Secure venues and resources required</li> <li>Manage vendors providing training services</li> <li>Provide support to key stakeholders in the delivery of learning and development programmes</li> <li>Develop learning effectiveness feedback forms</li> <li>Analyse learning effectiveness feedback to identify gaps to suggest areas for improvement</li> <li>Identify grant schemes available for learning programmes</li> <li>Revise learning and development administration processes to enhance employees' learning and development experience</li> <li>Analyze learning and development budget utilization</li> </ul>	<ul style="list-style-type: none"> <li>Design learning and development roadmaps and workplace learning plans to address learning needs</li> <li>Select appropriate channels of delivery to meet identified learning and development objectives</li> <li>Formulate learning and development programmes in accordance with legislative requirements</li> <li>Develop content for learning programmes in consultation with line managers</li> <li>Evaluate effectiveness of various learning and development programmes and channels</li> <li>Refine learning and development programmes for continuous improvement</li> <li>Present learning and development budget utilization</li> </ul>	<ul style="list-style-type: none"> <li>Establish learning objectives for learning and development programmes</li> <li>Establish frameworks for designing learning and development programmes</li> <li>Identify emerging trends and technologies in learning and development channels</li> <li>Develop financial budgets for learning and development programmes</li> <li>Secure buy-in from key stakeholders on investments in learning and development programmes</li> <li>Align learning and development programmes and channels to organisation's objectives</li> <li>Adapt learning and development frameworks to incorporate emerging trends in training programme development</li> <li>Establish the criteria and measures to evaluate the effectiveness of learning and development programmes and channels</li> <li>Evaluate the impact of different learning and development programmes and channels on business performance</li> </ul>	

The information contained in this document serves as a guide.

# Learning and Development Strategy

Drive a learning and development culture with strategies to build the organization's workforce capability

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WDE-4008-1.1	PHC-WDE-5008-1.1	PHC-WDE-6008-1.1
FSC Proficiency Description				Develop learning and development strategies to build organization's workforce capability	Direct learning and development strategies aligned to organization's objectives	Inspire a developmental culture that promotes learning and capability building across the organization
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Organization's learning needs</li> <li>Learning and development program management, best practices and motivational theories.</li> <li>Stakeholder engagement techniques and best practices</li> <li>Methods for developing workforce capability including methods e.g. face-to-face, on-demand learning, etc.</li> <li>Impact of internal and external influences on learning and development</li> </ul>	<ul style="list-style-type: none"> <li>Organization's learning and development strategies</li> <li>Organizational business objectives</li> <li>Principles and processes of financial budgeting</li> <li>Links between learning and development strategies and business strategies</li> <li>Market trends impacting learning and development strategies</li> </ul>	<ul style="list-style-type: none"> <li>Best practices and techniques in learning culture creation</li> <li>Impact of capability development on the achievement of organization's objectives</li> <li>Organizational policies and procedures that contribute to learning and development</li> <li>Global best practices in learning and development</li> </ul>

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# Learning and Development Strategy

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none"> <li>Examine internal and external influences that impact learning and development</li> <li>Identify organization's existing capability levels and gaps</li> <li>Develop learning and development strategies to support organization's need on capability development</li> <li>Consult key stakeholders on the development of capability development strategies</li> <li>Evaluate the effectiveness of learning and development strategies</li> <li>Refine learning and development strategies based on evaluation results</li> <li>Teaching approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Provide directions to the development of learning and development strategies</li> <li>Secure financial resources for learning and development</li> <li>Align learning and development strategies to the business performance</li> <li>Adapt strategies to market trends and developments impacting capability needs</li> <li>Secure buy-in from key stakeholders on learning and development strategies</li> <li>Establish criteria and measures to evaluate the effectiveness of learning and development strategies</li> <li>Evaluate the impact of workplace capability development on business performance</li> <li>Lead the alignment of human resource (HR) processes and systems to enable organizational readiness for capability development</li> <li>Ensure interfaces of training programs</li> <li>Big picture thinking to see the coherence of training programs with company strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Determine the impact of business strategies on the formulation of learning and development strategies</li> <li>Lead the identification of capabilities required for future organizational needs</li> <li>Champion a learning and development culture to drive organizational agility and performance</li> <li>Provide strategic advice to senior management in creating an organization culture that facilitates learning and development</li> <li>Establish organizational policies and procedures that encourage learning and development in critical areas</li> <li>Integrate global best practices in the formulation of learning and development strategies</li> <li>Showcase success stories of learning and development initiatives</li> </ul>



# Learning Needs Analysis

Analyze capability and performance gaps within an organization to identify learning needs

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3009-1.1	PHC-WDE-4009-1.1		
FSC Proficiency Description			Analyze data to determine capability and performance gaps	Develop a plan to conduct learning needs analysis.		
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of competencies related to the jobs within the organization</li> <li>Types of jobs within the organization</li> <li>Links between competencies and jobs</li> <li>Attributes of trainable and untrainable competencies</li> <li>Components of learning needs analysis</li> <li>Statistical applications and tools used to analyze learning needs</li> </ul>	<ul style="list-style-type: none"> <li>Organizational objectives and business needs</li> <li>Concept of performance improvement</li> <li>Scope and process of learning needs analysis</li> <li>Types and sources of information in organization</li> <li>Methods of data collection and analysis</li> <li>Ethics in the use of data</li> <li>Trends and developments in learning needs analysis</li> <li>Types of learning and development interventions</li> <li>Financial and resource considerations</li> <li>Report writing guidelines</li> </ul>		
Skills Application			<ul style="list-style-type: none"> <li>Consult key stakeholders on the desired business outcomes</li> <li>Identify capabilities required to deliver business outcomes</li> <li>Consolidate data for learning needs analyses</li> <li>Identify capability and performance gaps from data analysis on learning needs</li> <li>Ascertain competencies that can be trained and learnt</li> <li>Diagnose organization's readiness for different learning and development interventions</li> <li>Translate the capability and performance gaps into learning needs</li> <li>Prioritize learning needs according to criticality of the capabilities to deliver business outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Establish the scopes and requirements of learning needs analyses to meet stakeholders' needs</li> <li>Select appropriate methods to collect data for learning needs analyses</li> <li>Identify the appropriate types of learning and development interventions</li> <li>Secure buy-in from key stakeholders on the learning and development priorities</li> <li>Evaluate the business impact of investing in learning needs</li> <li>Conduct cost-benefit analyses of the return on investment of learning and development interventions</li> <li>Develop learning needs analysis reports</li> </ul>		

# Negotiation

Develop negotiation strategies and ideas to facilitate agreement or secure optimal resolution of people issues among two or more stakeholders

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-COM-3001-1.1	PHC-COM-4001-1.1	PHC-COM-5001-1.1	
FSC Proficiency Description			Prepare for negotiation, analyze information to allow for assessment of the short-term and long-term business position and document key outcomes of negotiations	Identify and target opportunities, ensure preparation for the meetings is sufficient to enable effective negotiation and evaluate outcomes of negotiations for improvement	Reach decisions and recommendations on people issues related to company operations, business objectives, aligned with legislative requirements and review outcomes of negotiations to key stakeholders	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Negotiation objectives</li> <li>Context of negotiations</li> <li>Social and cultural differences which may affect negotiations</li> <li>Interpersonal skills</li> <li>Communication and conflict resolution techniques</li> <li>Relevant precedents</li> <li>Components of minutes</li> </ul>	<ul style="list-style-type: none"> <li>Negotiation objectives</li> <li>Context of negotiations</li> <li>Components of negotiation plans</li> <li>Negotiation roles and responsibilities</li> <li>Negotiation processes and techniques</li> <li>Relevant precedents</li> <li>Relevant legislation and regulations</li> </ul>	<ul style="list-style-type: none"> <li>Negotiation styles</li> <li>Results of effective negotiation</li> <li>Conditions for successful negotiation</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Identify negotiation outcomes in people situations to establish organization's desired position in the negotiation</li> <li>Identify roles and responsibilities needed to support negotiation objectives</li> <li>Prepare relevant background information to understand other parties' position</li> <li>Use negotiation processes and techniques to assist in achieving desired negotiation outcomes</li> <li>Record negotiations for evaluation and documentation purposes</li> </ul>	<ul style="list-style-type: none"> <li>Plan and prepare alternatives and outcomes for both parties in negotiations to support negotiation objectives</li> <li>Apply communication and conflict resolution techniques to achieve desired negotiation outcomes</li> <li>Finalize negotiation and take necessary follow-up actions to close negotiation</li> <li>Monitor and evaluate negotiation outcomes against organizational / people objectives</li> </ul>	<ul style="list-style-type: none"> <li>Plan and prepare for negotiation in accordance with negotiation strategies</li> <li>Facilitate discussions with stakeholders to develop negotiation strategies and ideas</li> <li>Implement negotiation strategies according to negotiation guidelines</li> <li>Review and provide feedback to relevant parties for negotiation policy refinement</li> </ul>	

# Onboarding

Facilitate onboarding programs to enable the integration and engagement of new hires into the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-EAT-2005-1.1	PHC-EAT-3005-1.1	PHC-EAT-4005-1.1	PHC-EAT-5005-1.1	
FSC Proficiency Description		Support the implementation of onboarding programs	Implement onboarding programs	Design onboarding programs for new hires	Lead the design and enhancement of onboarding programs to improve integration and engagement	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Components of new hire information kit</li> <li>New hire information materials</li> <li>Feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Organizational policies and procedures related to new hires</li> <li>Types of onboarding programs</li> <li>Measures of employee engagement</li> <li>Statistical analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Objectives of onboarding</li> <li>Best practices in program design</li> <li>Facilitation techniques</li> <li>Predictive analytics techniques</li> <li>Indicators of success for onboarding programs</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends in integration of new hires</li> <li>Best practices in new hire onboarding</li> <li>Roles of different stakeholders in the onboarding experience</li> <li>Impact of new hire integration on overall employee engagement and performance</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Prepare standard new hire information kits</li> <li>Liaise with internal teams to ensure logistics support for new hires</li> <li>Gather feedback from new hires on onboarding programs</li> </ul>	<ul style="list-style-type: none"> <li>Identify needs of new hires</li> <li>Develop materials for orientation programs for new hires</li> <li>Facilitate engagement of new hires with senior management for integration into the organization</li> <li>Monitor employee engagement of new hires</li> <li>Analyze new hire turnover rates</li> <li>Identify gaps in engagement of new hires</li> <li>Assess effectiveness of onboarding programs</li> <li>Propose actions to address gaps or areas for improvement in onboarding processes</li> </ul>	<ul style="list-style-type: none"> <li>Design orientation programs for new hires</li> <li>Facilitate orientation programs for new hires</li> <li>Drive commitment to the organizational brand and culture in new hires through onboarding programs</li> <li>Analyze new hire feedback on the overall onboarding experience</li> <li>Develop plans for new hire integration</li> <li>Identify drivers of engagement of new hires</li> <li>Leverage predictive analytics to derive insights on turnover and employee integration from new hire metrics</li> <li>Make improvements to onboarding programs</li> </ul>	<ul style="list-style-type: none"> <li>Envision the desired employee onboarding experience</li> <li>Oversee the end-to-end development and implementation of orientation programs</li> <li>Drive design of onboarding programs based on industry trends</li> <li>Spearhead opportunities to involve senior management and other key personnel in new hire integration</li> <li>Present insights on impact of new hire integration on engagement and performance</li> <li>Direct corrective action plans to address areas of improvement in new hire onboarding programs</li> </ul>	

# Operational Excellence

Analyze the effectiveness of human resource (HR) operations, programs and initiatives, and recommend improvement actions

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3006-1.1	PHC-HRP-4006-1.1	PHC-HRP-5006-1.1	
FSC Proficiency Description			Implement measures to assess human resource (HR) operational excellence	Develop plans to evaluate human resource (HR) operational excellence	Drive actions to enhance and improve human resource (HR) effectiveness	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of measures for evaluating HR effectiveness</li> <li>Methods to evaluate performance of HR activities, services and programs</li> <li>Qualitative and quantitative feedback mechanisms</li> <li>Internal and external standards of operational excellence</li> </ul>	<ul style="list-style-type: none"> <li>HR operations metrics</li> <li>Criteria for evaluating HR effectiveness</li> <li>Industry code of practice in HR operations</li> <li>Industry standards of excellence in HR operations</li> </ul>	<ul style="list-style-type: none"> <li>Objectives of evaluating HR effectiveness</li> <li>Organizational standards of HR operations</li> <li>Global industry standards of operational excellence</li> <li>Industry trends and developments in relation to evaluation of HR effectiveness</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Recommend tools and techniques for evaluating HR effectiveness</li> <li>Evaluate HR effectiveness in addressing current and future needs</li> <li>Document HR effectiveness results</li> <li>Benchmark effectiveness of HR operations against internal and external standards of excellence</li> <li>Analyze data gathered to identify trends and hypotheses</li> </ul>	<ul style="list-style-type: none"> <li>Review HR strategies and plans to prioritise areas for measurement</li> <li>Determine criteria to measure HR effectiveness</li> <li>Formulate plans to implement HR effectiveness assessments</li> <li>Monitor evaluation and assessment processes</li> <li>Recommend amendments to enhance the processes, measures or tools used to evaluate operational effectiveness</li> <li>Oversee alignment of HR effectiveness assessments with internal and external standards of excellence</li> <li>Derive insights from the data analyses and trends to identify operational gaps</li> </ul>	<ul style="list-style-type: none"> <li>Determine the objectives and scopes for evaluating effectiveness of HR operations and programs</li> <li>Identify external standards of operational excellence and best practices</li> <li>Review analyses and insights on HR effectiveness</li> <li>Present key findings of HR effectiveness evaluations and business implications to stakeholders</li> <li>Recommend enhancements to improve HR effectiveness</li> </ul>	

# Organizational Change Management

Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3007-1.1	PHC-HRP-4007-1.1	PHC-HRP-5007-1.1	PHC-HRP-6007-1.1
FSC Proficiency Description			Assist in execution of change management	Implement change management procedures to support the delivery of key performance benchmarks	Design change management procedures, processes and resources to facilitate people-related change for the organization	Establish the organization's change management strategies and policies to support critical transformation
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of change management procedures</li> <li>Impact of organizational changes to employees</li> <li>Key performance indicators (KPIs)</li> <li>Internal and external environments that lead to change in the organization</li> <li>Current organizational practices with regards to managing change</li> <li>Relevant stakeholders in change processes</li> <li>Roles in change management programs and initiatives</li> <li>Importance of proactive involvement by employee participation in change management programs</li> <li>Behavioral impact of change processes</li> </ul>	<ul style="list-style-type: none"> <li>Types of change implementation plans and procedures</li> <li>Impact of changes on business activities and processes</li> <li>Types of resources required to roll out changes effectively</li> <li>Assessment of change performance against benchmarks</li> <li>Internal and external environments that can impact change programs</li> <li>Challenges of successful change implementation</li> <li>Factors that support change management programs and initiatives</li> <li>Factors that cause resistance to change management programs and initiatives</li> <li>Needs and expectations of relevant stakeholders</li> <li>Mitigating actions to manage resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>Change control and management procedures</li> <li>Business readiness assessment and planning</li> <li>Resource management for complex changes and transitions</li> <li>Critical stakeholders and touchpoints for change initiatives</li> <li>Enablers of change</li> <li>Components and objectives of change management implementation plans</li> <li>Communication strategies to promote change</li> <li>Individual role in contributing to change management as a strategic business partner</li> <li>Industry best practices in change management</li> </ul>	<ul style="list-style-type: none"> <li>Types of change management frameworks</li> <li>Key performance benchmarks and success indicators for change initiatives</li> <li>Components and steps to design effective change implementation plans</li> <li>Strategic resource management and allocation for change initiatives</li> <li>Leadership roles in change management processes</li> <li>Drivers of implementing and sustaining change in the organization</li> <li>Techniques to overcome resistance to change</li> </ul>

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# Organizational Change Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Document all endorsed change management procedures in regular work processes</li> <li>Provide suggestions for tweaks to business processes and operations to support changes and transitions effectively</li> <li>Identify impact of change to employees and stakeholders</li> <li>Develop communication materials to prepare affected employees and stakeholders for change</li> <li>Identify associated costs and resources required to facilitate basic changes</li> <li>Document change impact on workplace performance and processes, against key performance benchmarks and success indicators</li> <li>Identify opportunities for organizational change within own scope of work to improve work processes</li> <li>Support the implementation of organizational change</li> <li>Advocate change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Drive execution of change management procedures based on implementation plans for endorsed change requests</li> <li>Identify business activities and processes required to integrate and roll out new changes in the business environment</li> <li>Analyze resources and cost-impact of proposed changes, highlighting where people, resources or finances need to be redirected</li> <li>Identify relevant stakeholders</li> <li>Deliver communications to engage and seek the buy-in of employees affected by the change</li> <li>Deliver learning programs to equip affected employees to manage change and change impact</li> <li>Identify potential pitfalls, obstacles or challenges to smoothen adoption and implementation of changes</li> <li>Assess change performance against new key performance benchmarks, and implement follow-up actions where required</li> <li>Present project performance outcomes to relevant stakeholders in accordance with organization procedures</li> </ul>	<ul style="list-style-type: none"> <li>Assess organization's readiness for change</li> <li>Plan change management procedures across the organization</li> <li>Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transition</li> <li>Plan engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change</li> <li>Drive stakeholder education and learning initiatives to build internal capability and change readiness</li> <li>Direct internal resources to facilitate the movement to the desired end state of the change</li> <li>Evaluate success of change against set goals and benchmarks post-implementation</li> <li>Assess implications of all organizational changes</li> <li>Review organizational systems, processes and policies</li> <li>Identify areas of improvement for appropriate change management programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Establish the organization's change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements</li> <li>Determine key performance benchmarks and change success indicators</li> <li>Maintain a business perspective on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations</li> <li>Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organization for change</li> <li>Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment and ownership of the change</li> <li>Establish financial limits to support organizational change and transformation initiatives</li> <li>Acquire internal and external resources to facilitate the change effectively</li> <li>Direct the development of change management strategies in accordance with organizational culture, taking into consideration interests of relevant stakeholders</li> <li>Build an environment ready for change</li> <li>Envisage change and gain buy-in with key stakeholders</li> </ul>

# Organizational Culture Development

Facilitate the development of the desired organizational culture in alignment with the organization's brand and business imperatives

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4008-1.1	PHC-HRP-5008-1.1	PHC-HRP-6008-1.1
FSC Proficiency Description				Infuse HR (or HCD - Human Capital Development) practices and programs with desired organizational culture.	Formulate plans to build the desired organizational culture	Steer organizational culture in alignment with organization's objectives
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Components of organizational culture</li> <li>Significance of organizational culture</li> <li>Methods and tools to assess organizational culture</li> <li>Organization's people practices and programs</li> <li>Communication techniques and channels</li> <li>Techniques of evaluating the effectiveness of strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>Organization's current and desired culture</li> <li>Methods and tools to identify culture gaps</li> <li>Principles of culture building</li> <li>Components of culture development</li> <li>Best practices in culture development</li> <li>Stakeholder engagement techniques and best practices</li> <li>Factors and influences impacting culture development</li> </ul>	<ul style="list-style-type: none"> <li>Organization's brand, objectives and business needs</li> <li>Impact of culture on the achievement of organization's objectives</li> <li>Roles and responsibilities of senior management in culture development</li> <li>Techniques of evaluating the effectiveness of strategies, policies and procedures</li> <li>Methods and tools to promote desired organizational culture</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Assess the current organizational culture</li> <li>Drive implementation of culture development plans</li> <li>Develop human resource (HR) practices and programs that incorporate the desired organizational culture</li> <li>Articulate the behaviors and values that represent the desired organizational culture to employees</li> <li>Evaluate the effectiveness of culture development plans</li> <li>Propose improvements to enhance effectiveness of culture development plans</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps between current and desired organizational culture</li> <li>Articulate the desired organizational culture in consultation with stakeholders</li> <li>Establish the behaviors that represent the desired organizational culture</li> <li>Guide development of strategic plans to cultivate the desired organizational culture</li> <li>Examine internal and external influences that impact culture development</li> <li>Adapt strategic plans to factors and influences that impact culture development</li> <li>Secure buy-in from key stakeholders on culture development plans</li> <li>Establish the criteria and measures to evaluate the effectiveness of culture development plans</li> <li>Evaluate the impact of the organizational culture on business performance</li> </ul>	<ul style="list-style-type: none"> <li>Lead the definition of the desired organizational culture</li> <li>Align organizational culture to organization's brand and objectives</li> <li>Influence employees to embody the set of behaviors and values that promote the desired organizational culture</li> <li>Establish organizational policies and procedures that support the desired organizational culture</li> <li>Formulate culture development strategies</li> <li>Provide strategic advice to senior management in leading and facilitating culture development</li> <li>Evaluate the effectiveness of culture development strategies, policies and procedures</li> <li>Direct revisions to culture development strategies, policies and procedures</li> <li>Champion culture development efforts to drive business performance</li> </ul>



# Organizational Design

Develop and facilitate the implementation of organizational design to ensure its effectiveness and alignment with organizational objectives and stakeholders' priorities.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4009-1.1	PHC-HRP-5009-1.1	PHC-HRP-6009-1.1
FSC Proficiency Description				Facilitate the use of approved organizational design.	Design organizational structures, systems and processes	Align organizational design with organizational objectives and stakeholders' priorities.
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Organizational structures and processes</li> <li>Ethical and legal considerations related to organizational design</li> <li>Components of organizational design</li> <li>Procedures to implement organizational design</li> <li>Organizational policies and procedures impacting evaluation of organizational design processes</li> <li>Best practices and trends in organizational design implementation</li> <li>Impact of organizational design on stakeholders and labor policies</li> </ul>	<ul style="list-style-type: none"> <li>Professional or industry codes of practice and standards related to organizational design</li> <li>Principles of organizational design</li> <li>Models of organizational design</li> <li>Dimensions of organizational design</li> <li>Implications of organizational design</li> <li>Methods of evaluating organizational design</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends related to organizational design</li> <li>Relation between organizational design and other aspects of organizational strategy</li> </ul>

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# Organizational Design

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>				<ul style="list-style-type: none"> <li>Analyze current structures, systems and processes</li> <li>Identify issues in the current structures, systems and processes</li> <li>Formulate plans to implement design</li> <li>Explain changes to work processes and structures to employees</li> <li>Lead implementation of organizational design</li> <li>Develop mechanisms to gather measurement data and feedback</li> <li>Implement refinements and enhancements to organizational design</li> </ul>	<ul style="list-style-type: none"> <li>Review effectiveness of current organizational structures, systems and processes to identify gaps</li> <li>Consult stakeholders to identify requirements of organizational design</li> <li>Drive changes to organizational structures, systems and processes</li> <li>Determine resources required to support organizational design</li> <li>Recommend enhancements to organizational design to improve effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Determine the key principles for organizational design</li> <li>Evaluate the applicability of emerging trends in organizational design to the organization's context</li> <li>Synthesize stakeholder feedback to derive features of the target organizational design</li> <li>Evaluate the implications of organizational design</li> <li>Construct models for organizational design to meet business requirements</li> <li>Secure buy-in from senior stakeholders to finalize organizational design models</li> <li>Develop narratives to communicate organizational design changes to employees</li> <li>Drive refinements to organizational design to increase effectiveness</li> </ul>



# Organizational Diagnosis

Analyze organizational state and climate to diagnose issues and identify ways to optimise organization effectiveness

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4010-1.1	PHC-HRP-5010-1.1	PHC-HRP-6010-1.1
FSC Proficiency Description				Conduct and analyze assessments in support of organizational diagnosis	Diagnose organizational issues to identify opportunities for change	Formulate corrective strategies to address diagnosed issues and improve organizational effectiveness
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Types of tools used for organizational assessments</li> <li>Types of data required for organizational assessments and diagnosis</li> <li>Descriptive analytics techniques</li> <li>Ethical and legal considerations related to organizational diagnosis and the full organizational development cycle.</li> </ul>	<ul style="list-style-type: none"> <li>Predictive analytics and people analytics techniques.</li> <li>Processes / Models of organizational diagnosis</li> <li>Range of tools and methodologies used to assess organizational effectiveness</li> <li>Measures used to evaluate organizational effectiveness</li> <li>Types of organization development and change interventions to increase organizational effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends on organizational effectiveness</li> <li>Emerging tools and methodologies applicable to organizational assessment</li> <li>Macro- and socio-political trends impacting the organization</li> <li>Industry practices and perspectives in organizational diagnosis</li> <li>Market positioning of the company vis-à-vis competitors.</li> <li>Business operations and financials</li> <li>Business implications of organizational diagnosis findings</li> <li>External and internal diagnosis translation to business.</li> <li>Techniques for stakeholder management</li> <li>Change management strategies</li> </ul>

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# Organizational Diagnosis

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>				<ul style="list-style-type: none"> <li>Collect data required to conduct organizational assessments</li> <li>Conduct descriptive, current state and other types of simple organizational assessment analyses</li> <li>Collate findings of organizational assessment analyses</li> <li>Identify organizational issues from organizational analysis and assessment results</li> <li>Develop communication materials to share organizational assessment results and findings with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Determine the scopes of organizational diagnosis</li> <li>Develop tools and methodologies to conduct organizational diagnosis</li> <li>Determine measures to evaluate organizational effectiveness from assessment findings</li> <li>Perform predictive, future state and other types of complex organizational assessment analyses</li> <li>Perform organizational diagnosis based on analyses of information gathered</li> <li>Review organizational assessment findings to evaluate organizational effectiveness</li> <li>Propose organization development and change interventions</li> </ul>	<ul style="list-style-type: none"> <li>Determine the need for organizational diagnosis</li> <li>Determine the selection of critical measures to be used in organizational assessments</li> <li>Diagnose the states of organizational talent and its ability to support future business needs</li> <li>Derive business insights and implications from organizational diagnosis findings</li> <li>Present organizational effectiveness findings and recommendations to senior stakeholders</li> <li>Select organization development and change interventions to improve organization effectiveness</li> <li>Consult relevant stakeholders on proposed organization development and change interventions</li> <li>Drive the implementation of organization development and change interventions with relevant stakeholders</li> </ul>



# Organizational Event Management

Plan and manage the execution of organization-wide and external events, including pre- and post-event activities

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WEN-2012-1.1	PHC-WEN-3012-1.1	PHC-WEN-4012-1.1		
FSC Proficiency Description		Support the execution of organization-wide events	Manage organization-wide events to ensure smooth execution	Plan organization-wide events aligned to the organization's objectives		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of organization-wide events</li> <li>Basic tenets of event management</li> <li>Event management guidelines</li> <li>Communication techniques and channels</li> <li>Tools for managing events</li> </ul>	<ul style="list-style-type: none"> <li>Best practices in event management</li> <li>Legal and ethical requirements related to event execution</li> <li>Organizational policies and procedures related to event execution</li> <li>Methods for executing events</li> <li>Budget management techniques</li> <li>Vendor management techniques and best practices</li> <li>Report writing guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Organization and human resource (HR) strategic direction</li> <li>Legal and ethical requirements related to event planning</li> <li>Organizational policies and procedures related to event planning</li> <li>Methods and tools for planning events</li> <li>Links between event objectives and business objectives</li> <li>Stakeholder engagement techniques</li> <li>Negotiation techniques</li> <li>Measures of event success</li> </ul>		
Skills Application		<ul style="list-style-type: none"> <li>Propose ideas for events that are aligned to the organizational culture and priorities</li> <li>Liaise with vendors on event requirements</li> <li>Execute pre-event communication and engagement activities according to policies and procedures</li> <li>Disseminate information and reminders before the events</li> <li>Track employee responses to the events</li> <li>Coordinate logistical needs leading up to the events</li> <li>Gather post-event feedback</li> <li>Complete event close-out activities</li> </ul>	<ul style="list-style-type: none"> <li>Develop ideas for organizational events that can boost employee engagement and performance</li> <li>Detail action plans and contingency plans for events</li> <li>Manage event budgets and resources</li> <li>Articulate the performance and quality expected of event deliverables to vendors</li> <li>Communicate event objectives to employees</li> <li>Oversee pre-event engagement activities</li> <li>Conduct pre-event briefings with key stakeholders involved in the events</li> <li>Handle event exigencies where required</li> <li>Develop post-event evaluation reports</li> <li>Highlight successes and areas of improvement post-event to the working teams</li> </ul>	<ul style="list-style-type: none"> <li>Set objectives of organizational events</li> <li>Align events with the organization and HR strategies</li> <li>Develop event plans</li> <li>Align events with organizational and legislative policies and requirements</li> <li>Engage key stakeholders to seek buy-in and obtain their commitment to grace the events</li> <li>Review the detailed action plans for implementation</li> <li>Negotiate with vendors and stakeholders to secure required resources</li> <li>Evaluate the impact of events on business performance</li> <li>Enhance internal processes in event management</li> <li>Present post-event outcomes to key stakeholders</li> </ul>		

The information contained in this document serves as a guide.

# Organizational Strategy Development

Influence the organization's business strategies from the perspective of human resource (HR) and workforce capability

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4011-1.1	PHC-HRP-5011-1.1	PHC-HRP-6011-1.1
FSC Proficiency Description				Translate organizational strategies into specific action plans including but not limited to people strategies.	Develop insights related to business and people agenda	Shape forward-looking organizational business strategies from a human resource (HR) and workforce capability perspective
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Processes for monitoring effectiveness of business operations</li> <li>Principles of manpower planning and management</li> <li>Components of business strategy</li> <li>Organization's vision, mission and values</li> <li>Stakeholder management techniques</li> <li>Regulatory requirements and policies</li> </ul>	<ul style="list-style-type: none"> <li>Organizational policies and processes</li> <li>Tools and techniques for organization capability assessment</li> <li>Organization's business and people agenda</li> <li>Human resource (HR) strategy development processes</li> <li>Operating model management</li> <li>Strategic stakeholder management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Processes and methodologies in business strategy development</li> <li>Emerging industry trends and developments</li> <li>Industry standards in benchmarking of compliance to organizational strategy</li> <li>Performance drivers of the organization</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Evaluate impact of critical business functions on organizational performance</li> <li>Design action plans for the department based on organizational strategies</li> <li>Determine potential internal and external impact of misalignment between departmental action plans and organizational strategies</li> <li>Conduct situational analyses to identify factors affecting the achievement of action plans</li> <li>Propose refinements to plans and policies</li> </ul>	<ul style="list-style-type: none"> <li>Develop insights based on business and people agenda</li> <li>Develop strategies for HR or HC functions.</li> <li>Engage key senior stakeholders to endorse strategies</li> <li>Develop internal processes to monitor and ensure compliance to organizational strategies and policies</li> <li>Recommend strategy refinements to align with changes in organizational vision, mission, goals and values</li> </ul>	<ul style="list-style-type: none"> <li>Present insights and emerging trends related to the business and people agenda</li> <li>Drive HR business strategies with organizational vision, mission, goals and values</li> <li>Liaise with the board of directors and other senior executives of the organization to shape organization's strategies</li> <li>Transform the corporate strategies and policies to appropriately anticipate risks and ensure that the organization remains resilient and adaptive in times of instability</li> </ul>

# Performance Management

Establish organization-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-WDE-2010-1.1	PHC-WDE-3010-1.1	PHC-WDE-4010-1.1	PHC-WDE-5010-1.1	
FSC Proficiency Description		Administer performance management processes	Establish performance management programs	Develop performance management programs	Establish organization-wide performance management strategies	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Legal and ethical considerations related to performance management processes</li> <li>Tools available to support performance management</li> <li>Organizational policies and procedures that assist in the review of performance management systems</li> <li>Privacy and confidentiality guidelines that govern human resource (HR) transactions</li> <li>Impact of performance management processes on the organization</li> <li>Administrative tasks supporting performance evaluation</li> <li>Functions of systems used in handling performance management data</li> </ul>	<ul style="list-style-type: none"> <li>Organizational performance management programs</li> <li>Statistical analysis techniques for evaluating current performance management programs</li> <li>Key performance indicators (KPIs) used in performance management programs</li> <li>Types of competency frameworks in organization</li> </ul>	<ul style="list-style-type: none"> <li>Industry codes of practice related to performance management</li> <li>Best practices in performance management</li> <li>Market trends pertaining to performance management</li> <li>Roles and responsibilities of key stakeholders in performance management</li> <li>Behaviors that influence employees' performance</li> <li>Statistical analysis techniques for evaluating performance management data</li> </ul>	<ul style="list-style-type: none"> <li>Organizational strategy and the impact on human resource (HR) strategies</li> <li>Emerging trends and developments related to performance management</li> <li>Relationship between performance management programs and development of business objectives</li> <li>Stakeholder engagement techniques</li> <li>Links between performance management and organizational strategy</li> <li>Identification and recommendation of different models of management systems e.g. MBO or Balanced Scorecard) to SLs</li> </ul>	

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# Performance Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Maintain records of key performance indicators (KPIs) of employees</li> <li>Check that all tools and resources to support performance reviews are available for employees to access</li> <li>Consolidate documentation used for performance management activities</li> <li>Safeguard the confidentiality of administrative systems pertaining to performance reviews</li> <li>Provide clarification and administrative support to managers and employees in the performance reviews process</li> <li>Handle enquiries from employees related to performance review processes</li> <li>Generate reports on the outcomes of performance review activities</li> <li>Propose improvements in the administration of performance review processes</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the identification of KPIs for teams and individuals with managers</li> <li>Conduct research on the best practices in KPI development</li> <li>Communicate KPI guidelines to line managers</li> <li>Implement performance management programs according to overall performance management strategies</li> <li>Communicate performance management programs to employees using appropriate communication channels</li> <li>Analyze relationship between performance management and business performance</li> <li>Evaluate effectiveness of performance management programs</li> <li>Refine performance management programs based on feedback</li> </ul>	<ul style="list-style-type: none"> <li>Review the key performance indicators (KPIs) as identified by line managers</li> <li>Cascade departmental level KPIs to teams and individuals</li> <li>Provide guidance on the use of performance management tools and resources available</li> <li>Engage employees in understanding their roles and responsibilities in performance management</li> <li>Monitor adherence to performance management requirements</li> <li>Train line managers on the appropriate mindset and behaviors in conducting performance reviews</li> <li>Develop review systems for obtaining feedback related to performance management systems</li> <li>Manage grievances related to performance management for junior employees</li> <li>Review trends on the impact of performance management programs on businesses</li> <li>Recommend refinements to performance management programs based on industry best practices</li> </ul>	<ul style="list-style-type: none"> <li>Cascade organizational level key performance indicators (KPIs) to departments</li> <li>Engage stakeholders in identifying performance management requirements</li> <li>Develop performance management strategies aligned to organizational strategies</li> <li>Oversee the implementation of the performance management strategies</li> <li>Facilitate the development of organizational policies that supports the performance management strategies</li> <li>Manage performance issues for senior leaders</li> <li>Evaluate the impact of performance management programs on business performance</li> <li>Monitor emerging trends that may impact performance management programs</li> <li>Endorse refinements to performance management programs</li> </ul>	

# Project Management

Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-GHR-3009-1.1	PHC-GHR-4009-1.1	PHC-GHR-5009-1.1	PHC-GHR-6009-1.1
FSC Proficiency Description			Implement project plans for small projects or project modules should also be able to manage, identify, analyze, mitigate the risk depending on the size of the project – for all levels	Manage medium-scale projects by implementing appropriate methodologies and tools	Lead end-to-end management of large, complex projects or multiple projects concurrently, coordinating project interdependencies	Direct the management of multiple large, complex projects, ensuring alignment with strategic organizational priorities
Underpinning Knowledge			<ul style="list-style-type: none"> <li>• Elements of a small project or module</li> <li>• Requirements of project plans</li> <li>• Application of appropriate methodologies and tools</li> <li>• Project risks</li> <li>• Project stakeholder identification</li> </ul>	<ul style="list-style-type: none"> <li>• Scoping and requirements of medium-sized projects</li> <li>• Steps to align project and organizational goals</li> <li>• Identification of potential project risks</li> <li>• Project stakeholder engagement techniques</li> <li>• Effective resource allocation techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices in end-to-end project management</li> <li>• Current methodologies and tools in industry</li> <li>• Strategies for alignment of different projects</li> <li>• Project risk anticipation, mitigation and planning</li> <li>• Resource management techniques</li> <li>• Project budget planning</li> <li>• Performance review processes for projects</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational priorities and impact on projects</li> <li>• New and emerging methodologies and tools in industry</li> <li>• Project risk management plan development, including methods, techniques and tools</li> <li>• Strategic stakeholder engagement techniques</li> <li>• Project assessment, evaluation and prioritization</li> <li>• Budget planning, key considerations and implications</li> <li>• Resource management strategies</li> </ul>

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The information contained in this document serves as a guide.

# Project Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Perform root cause analyses</li> <li>Facilitate execution of small projects or project modules</li> <li>Implement realistic project plans based on the understanding of project objectives and project scope</li> <li>Utilize appropriate methods and tools to track and drive progress of projects against set plans and timelines</li> <li>Identify risks to the success of projects or modules and take appropriate actions to manage them</li> <li>Collaborate and communicate effectively with relevant internal and external stakeholders directly impacting the projects</li> <li>Deploy resources to different parts of the projects for efficient and effective completion</li> <li>Track project deliverables against project schedules</li> <li>Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment</li> </ul>	<ul style="list-style-type: none"> <li>Scope and drive completion of medium-scale projects</li> <li>Develop realistic project plans based on assessments of project objectives, scope and potential interdependencies with other projects</li> <li>Implement appropriate methodologies and tools to achieve desired outcomes effectively</li> <li>Develop plans to mitigate risk factors that impact the delivery of the projects</li> <li>Investigate project exigencies and identify their root causes to address issues</li> <li>Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes</li> <li>Allocate resources to different parts of the project based on assessments of project priorities</li> <li>Coordinate the completion of project deliverables within agreed cost, timescale and resources</li> </ul>	<ul style="list-style-type: none"> <li>Manage large, complex projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion</li> <li>Scope and plan projects in accordance with organization requirements</li> <li>Manage project interdependencies with other projects or modules</li> <li>Determine appropriate methodologies and tools, ensuring that they are fit-for-purpose</li> <li>Develop project-specific risk management plans</li> <li>Develop stakeholder engagement plans to secure the buy-in and support of critical stakeholders</li> <li>Plan project budgets and resource allocation across multiple projects and modules</li> <li>Review progress and performance of individual projects and recommend actions for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Assign ownership of multiple large, complex projects</li> <li>Align project objectives and scope with strategic organizational priorities and direction</li> <li>Spearhead introduction of new and emerging methodologies and tools that can be utilized to optimize project success</li> <li>Direct organization-wide projects with risk management plans and strategies</li> <li>Lead robust stakeholder engagement strategies and effort to secure the commitment of the critical senior stakeholders to the project's success</li> <li>Determine project budgets, considering their relative priority, urgency, importance and contribution to organizational strategies</li> <li>Establish guidelines for the strategic utilization of resources, to ensure that resources are optimized to meet key objectives</li> <li>Maintain a strategic view over the synergy of projects and project interdependencies</li> <li>Review performance on projects against its objectives and wider organizational objectives to provide redirection where necessary</li> </ul>

# Recruitment Channel Management

Evaluate recruitment methods to establish the most effective channels in sourcing, selecting and securing candidates

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-EAT-3006-1.1	PHC-EAT-4006-1.1	PHC-EAT-5006-1.1	
FSC Proficiency Description			Analyze effectiveness of recruitment channels and methods	Determine optimal recruitment channels and methods	Establish effective recruitment channels that meet business priorities and future demands	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of recruitment methods</li> <li>Merits of different channels for sourcing, selecting and securing candidates</li> <li>Processes for monitoring effectiveness of recruitment methods</li> <li>Methods and tools to conduct statistical analysis of the effectiveness of recruitment channels</li> <li>Emerging skills relevant to the organization</li> </ul>	<ul style="list-style-type: none"> <li>New and emerging recruitment channels</li> <li>Organizational policies and processes</li> <li>Best practices in sourcing and recruitment</li> <li>Tools and techniques for assessing future-ready skills capabilities</li> <li>Stakeholder management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of the various recruitment methods</li> <li>Organization's business and people agenda</li> <li>Emerging skills relevant to the organization</li> <li>Methods and tools to conduct return on investment analysis</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Review recruitment methods used in the organization against market practices</li> <li>Measure the effectiveness of recruitment methods in sourcing, selecting and securing candidates</li> <li>Identify emerging skills that are relevant to the organizational strategy</li> <li>Propose recruitment channels that assess candidates with required skills</li> <li>Analyze performance of different recruitment channels</li> <li>Assess effectiveness of different channels against set indicators</li> </ul>	<ul style="list-style-type: none"> <li>Determine indicators of effectiveness of recruitment channels</li> <li>Align channels and modes of recruitment with industry trends and priorities</li> <li>Identify the most effective recruitment channels in sourcing, selecting and securing candidates</li> <li>Design action plans for the relevant departments in adopting new recruitment channels and methods</li> <li>Engage key stakeholders in endorsing new recruitment channels and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Anticipate implications of future skills demands on usage of recruitment channels</li> <li>Evaluate overall costs and benefits of different recruitment channels</li> <li>Maintain oversight of the organization's suite of recruitment channels and business implications</li> <li>Evaluate return on investment of recruitment channels used</li> <li>Drive refinements to recruitment channels and methods</li> <li>Endorse new recruitment channels and strategies</li> </ul>	

# Retirement and Re-employment Management

Manage departures, retention and re-employment of employees at retirement age

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-ESE-3002-1.1	PHC-ESE-4002-1.1	PHC-ESE-5002-1.1	
FSC Proficiency Description			Assess workforce requirements of employees at retirement age	Develop programs to address the requirements of employees at retirement age	Establish strategies to drive retention and re-employment of employees at retirement age	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Ethical and legislative considerations related to the ageing workforce</li> <li>Organizational policies and procedures related to retention and re-employment</li> <li>Job analysis techniques</li> <li>Employee demographics analysis techniques</li> <li>Employee survey techniques</li> </ul>	<ul style="list-style-type: none"> <li>Procedures of job redesign</li> <li>Age-friendly work practices</li> <li>Types of government support available to organizations to encourage employment of older employees</li> <li>Professional or industry codes of practice and standards related to employment of older employees</li> <li>Career pathing, career coaching and counselling</li> </ul>	<ul style="list-style-type: none"> <li>Culture change management techniques</li> <li>Link between manpower planning and re-employment of older employees</li> <li>Impact of human resource (HR) policies on the ageing workforce</li> <li>Impact of retention and re-employment of older employees on overall organizational strategy and objectives</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Analyze the demographic make-up of the workforce</li> <li>Collect feedback from older employees on factors that would encourage retention and engagement</li> <li>Identify changes required to workplace practices to make the organization more suited to older employees</li> <li>Propose ways in which jobs can be redesigned for the ageing workforce</li> <li>Provide advice and information to older employees to help them adapt to new job roles and work processes</li> <li>Facilitate employee retirement according to guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Develop programs to drive retention and re-employment of the ageing workforce that align with the overall human resource strategy</li> <li>Formulate new and modified workplace practices that meet the needs of older employees</li> <li>Facilitate job redesign that meets and suits older employees' requirements</li> <li>Identify government support that can be used to encourage employment of older employees</li> <li>Develop applications for government support to encourage employment of older employees</li> <li>Guide human resource (HR) executives in the counselling process for retiring employees</li> <li>Develop guidelines to facilitate retirement of employees</li> <li>Maintain a network of support groups which may include counseling / employment providers / training institutions</li> </ul>	<ul style="list-style-type: none"> <li>Determine the business needs to retain and re-employ older workers</li> <li>Establish the overall strategies to facilitate the retention and re-employment of older employees</li> <li>Direct applications for government support to encourage employment of older employees</li> <li>Engage senior stakeholders to seek their acceptance for the retention and re-employment strategies, highlighting government support provided</li> <li>Lead culture change within the organization to drive inclusion of older employees within the workforce</li> <li>Devise enhancements to other HR policies to improve workplace experience for older employees</li> <li>Establish mechanisms to facilitate departures and retention of employees at retirement age</li> </ul>	

# Risk Management

Develop and implement risk management plans to support the continuity of business operations and services

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4012-1.1	PHC-HRP-5012-1.1	PHC-HRP-6012-1.1
FSC Proficiency Description				Implement risk controls within human resource (HR) department	Drive human resource's (HR) risk management frameworks, policies and processes	Influence human resource's (HR) risk management philosophy and strategies to align to organizational objectives
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Relevant operational risk regulatory requirements</li> <li>Roles in operational risk governance structure</li> <li>Techniques to investigate operational risks</li> <li>Methods of communication and facilitation</li> <li>Methods of developing key risk indicators (KRIs)</li> <li>Techniques of statistical analysis</li> </ul>	<ul style="list-style-type: none"> <li>Organization's products, policies and processes</li> <li>Organizational risk management policies</li> <li>Methods of evaluating operational risk management process and controls</li> <li>Internal and external risk events</li> <li>Types of risks</li> <li>Target risks of the organization such as key risk indicators (KRIs) or metrics</li> <li>Techniques and procedures of developing risk mitigation plans</li> <li>Industry practices in risk management</li> <li>Predictive analytics techniques</li> <li>Personal data regulations and associated data security risks</li> </ul>	<ul style="list-style-type: none"> <li>Risk management philosophy</li> <li>Relationship between risk management and other aspects of HR strategies</li> <li>Emerging trends and development in relation to risk management</li> <li>Criteria for reasonable assurance on achievement of organizational objectives</li> </ul>
Skills Application				<ul style="list-style-type: none"> <li>Implement a range of KRIs in coordination with multiple internal stakeholders.</li> <li>Implement operational risk assessment initiatives within HR Department</li> <li>Implement communication plans to ensure all operational risk regulatory requirements are understood and adhered to</li> <li>Prioritize risks based on assessment and rating of the impact and likelihood</li> <li>Gather measurement data and feedback pertaining to risk management activities</li> <li>Uphold compliance with HR governance processes</li> <li>Maintain proper controls on HR processes</li> </ul>	<ul style="list-style-type: none"> <li>Define the boundaries of operational risks for HR department</li> <li>Implement the operational risk management policies and processes</li> <li>Guide HR to define and express operational risk appetite</li> <li>Develop assessment criteria for measuring the level of potential or existing risks</li> <li>Develop and assess KRIs in collaboration with senior leadership team</li> <li>Determine appropriate risk mitigation plans to address identified risks and contingencies</li> <li>Evaluate effectiveness of operational risk management activities</li> </ul>	<ul style="list-style-type: none"> <li>Establish organization's internal and external contexts for managing risk</li> <li>Establish risk management philosophy and strategies with reasonable assurance in alignment with organizational strategic objectives</li> <li>Shape enterprise risk management strategies with senior business leaders by providing inputs related to the business and people agenda</li> <li>Oversee development and execution of overall risk management plans for HR department</li> <li>Respond to emerging risks in accordance with mitigation strategies</li> <li>Refine operational risk management processes to achieve appropriate return on investment</li> </ul>

# Selection Management

Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-EAT-2007-1.1	PHC-EAT-3007-1.1	PHC-EAT-4007-1.1	PHC-EAT-5007-1.1	
FSC Proficiency Description		Administer selection processes	Implement selection plans	Develop selection plans	Establish organization-wide selection strategies	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Relationship between selection objectives and processes</li> <li>Legal and ethical guidelines related to selection data and processes</li> <li>Guidelines and standards on fair labor practices based on the Labor Code of the Philippines</li> <li>Privacy and confidentiality guidelines that govern human resource (HR) activities</li> <li>Methods for administering fair employment practices</li> <li>Tools and resources available to support selection activities</li> <li>Principles of test administration</li> </ul>	<ul style="list-style-type: none"> <li>Guidelines and standards on fair labor practices based on the Labor Code of the Philippines</li> <li>Methods for evaluating and shortlisting applicants</li> <li>Market trends impacting selection processes and techniques</li> <li>Legal and ethical guidelines related to equitable assessment of applicants</li> <li>Selection and talent assessment methods</li> <li>Principles of fair employees practices related to selection</li> <li>Process for hiring candidates</li> <li>Statistical analysis techniques in analyzing the outcomes of the selection processes</li> <li>Types of assessment tools and techniques</li> </ul>	<ul style="list-style-type: none"> <li>Legal and ethical guidelines related to fair employment practices</li> <li>Relationship between selection strategies and other human resource and organizational strategies</li> <li>Models, tools and methods used in selection</li> <li>Relevant professional or industry codes of practice and standards related to selection</li> <li>Market trends impacting selection</li> <li>Best practices in candidate selection</li> <li>Principles of selection design process</li> <li>Concepts of reliability and validity of assessment tools and methods</li> <li>Cost-benefit analysis of selection and assessment tools</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures that impact selection strategies</li> <li>Emerging market trends and developments related to selection activities</li> <li>New and innovative assessment tools and methodologies</li> <li>Links between selection strategies and organizational strategy</li> </ul>	

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# Selection Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>		<ul style="list-style-type: none"> <li>Consolidate documentation used for the selection activities</li> <li>Manage administrative systems to safeguard confidentiality of information related to selection</li> <li>Handle enquiries related to the selection processes</li> <li>Check for completeness of documentation required to carry out selection processes</li> <li>Coordinate schedules and logistics for selection processes</li> <li>Administer routine selection tests and assessments according to guidelines</li> <li>Generate reports on the outcomes of assessment and selection activities</li> <li>Suggest improvements in the administration of selection processes</li> </ul>	<ul style="list-style-type: none"> <li>Propose selection criteria and methods for use during selection processes</li> <li>Evaluate applications to shortlist candidates</li> <li>Engage candidates to deliver relevant information and clarify queries</li> <li>Conduct background checks on candidates to authenticate information conveyed</li> <li>Apply the appropriate techniques to gather information for review of applications</li> <li>Evaluate data gathered from the selection processes to select suitable candidates</li> <li>Inform candidates of the selection process results</li> <li>Secure commitment of line managers involved in the selection of candidates</li> </ul>	<ul style="list-style-type: none"> <li>Identify legal and regulatory requirements for the hiring of candidates</li> <li>Develop appropriate recruitment channels, selection criteria and methods for use in hiring and selection</li> <li>Tailor the selection processes to different roles</li> <li>Determine the parties involved in the selection of candidates</li> <li>Train line managers in selection processes, methodologies and techniques</li> <li>Lead the evaluation of assessment data to select the preferred candidates</li> <li>Determine duration and closure of selection processes</li> <li>Identify improvements to current selection processes with reference to industry best practices</li> <li>Recommend refinements to selection processes</li> </ul>	<ul style="list-style-type: none"> <li>Analyze emerging trends related to organization selection strategies</li> <li>Identify organizational issues that may impact selection</li> <li>Align selection strategies and criteria with organizational requirements</li> <li>Engage relevant stakeholders in developing organizational selection strategies</li> <li>Develop plans to implement organization-wide selection strategies</li> <li>Evaluate costs and benefits of recruitment channels, processes and tools used</li> <li>Secure resources to deliver objectives of organizational selection strategies</li> <li>Review selection processes against organizational performance</li> <li>Endorse refinements to selection activities</li> </ul>	



The information contained in this document serves as a guide.

# Skills Framework Adoption

Drive the adoption, integration and implementation of Skills Frameworks and their components in business and human resources activities throughout the organization

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2010-1.1	PHC-GHR-3010-1.1	PHC-GHR-4010-1.1	PHC-GHR-5010-1.1	PHC-GHR-6010-1.1
FSC Proficiency Description		Apply Skills Frameworks within areas of work	Implement Skills Frameworks in human resource (HR) programs and activities throughout the organization	Integrate Skills Frameworks with human resource (HR) plans and programs	Drive the adoption of Skills Frameworks across the human resource (HR)	Spearhead the adoption of the Skills Frameworks in the organization
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Components of the Skills Framework</li> <li>Information in the Skills Framework</li> <li>Uses and applications of Skills Framework on areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Objectives of Skills Frameworks</li> <li>Purpose of each component within the Skills Framework</li> <li>Applications of Skills Frameworks in own and related work areas</li> <li>Roles and usages of Skills Frameworks</li> <li>Skills Framework guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Applications of Skills Frameworks over multiple functional areas</li> <li>Benefits of adopting Skills Frameworks</li> <li>Resources required to integrate Skills Frameworks with HR plans and programs</li> <li>Challenges in adopting Skills Frameworks</li> <li>Change management techniques</li> </ul>	<ul style="list-style-type: none"> <li>Agenda of Skills Framework initiatives and Skills Frameworks initiatives</li> <li>Stakeholder management techniques</li> <li>Linkages and interdependencies among different HR functions and teams</li> <li>Techniques of integrating skills and competency frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Implications of Skills Framework agenda on business directions and operations</li> <li>Relationships between national and organizational priorities</li> <li>Business impact analysis and techniques</li> <li>Business applications of Skills Frameworks</li> </ul>
Skills Application		<ul style="list-style-type: none"> <li>Follow Skills Framework guidelines in area of work</li> <li>Apply Skills Framework content when performing routine human resource (HR) tasks within defined work areas</li> <li>Refer to Skills Frameworks to solve routine problems in areas of work</li> </ul>	<ul style="list-style-type: none"> <li>Identify ways to utilize Skills Frameworks in HR programs and activities</li> <li>Implement Skills Frameworks content and guidelines in HR programs and activities</li> <li>Explain the roles and usage of Skills Frameworks to employees</li> <li>Resolve employee queries related to the purposes and usage of Skills Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Review opportunities to utilize Skills Frameworks in HR programs and activities</li> <li>Evaluate the benefits and challenges of integrating Skills Frameworks to HR programs</li> <li>Direct the implementation of Skills Framework components in HR programs and activities</li> <li>Verify that the Skills Frameworks are applied accurately to HR programs and activities</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate implications of SkillsFuture initiatives on the HR function</li> <li>Establish innovative methods to leverage Skills Frameworks across the HR functions</li> <li>Resolve challenges in Skills Frameworks integration and adoption in collaboration with internal and external stakeholders</li> <li>Align the application of Skills Frameworks across the HR function</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the potential business costs and benefits of adopting Skills Frameworks</li> <li>Present organization-wide implications of Skill Frameworks initiatives to business leaders</li> <li>Secure buy-in from business leaders for the adoption of Skills Frameworks</li> <li>Align the application of Skills Frameworks across the organization</li> </ul>

# Stakeholder Engagement and Management

Manage stakeholder expectations and relationships through effective communication, negotiation, and alignment of their needs with the organization's or human resource (HR) objectives

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2011-1.1	PHC-GHR-3011-1.1	PHC-GHR-4011-1.1	PHC-GHR-5011-1.1	PHC-GHR-6011-1.1
FSC Proficiency Description		Perform day-to-day interactions and engagement with stakeholders	Maintain working level relationships and communication with key stakeholders	Engage stakeholders to align their needs with organizational or human resource (HR) objectives	Define strategic stakeholder engagement and management roadmaps to cultivate long-term partnership with stakeholders	Establish the overall stakeholder engagement and management strategies
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Stakeholders' roles to human resource (HR) processes</li> <li>Stakeholders' impact on the organization or HR function</li> <li>Basic stakeholder communication techniques</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder mapping techniques</li> <li>Activities involved in managing working level relationships</li> <li>Feedback mechanisms</li> <li>Considerations for data protection related to feedback collection</li> <li>Organizational policies and procedures related to feedback processes</li> <li>Principles of conflict management</li> <li>Techniques of conflict management</li> </ul>	<ul style="list-style-type: none"> <li>Analysis techniques for interpreting stakeholder feedback</li> <li>Methods to identify levels of stakeholders' influence and importance</li> <li>Processes of aligning stakeholder expectations</li> <li>Communication management for different target audiences</li> <li>Stakeholder engagement techniques</li> <li>Influencing techniques</li> </ul>	<ul style="list-style-type: none"> <li>Key principles of stakeholder engagement</li> <li>Styles of stakeholder management</li> <li>Evaluation techniques to prioritize stakeholder relationships</li> <li>Industry best practices in relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Key considerations in formulating stakeholder management strategies</li> <li>Changes in stakeholder needs and priorities</li> </ul>
Skills Application		<ul style="list-style-type: none"> <li>Identify key stakeholders and their relationships with the organization or HR function</li> <li>Interpret stakeholders' roles</li> <li>Assess stakeholders needs and interests</li> <li>Coordinate day-to-day activities with stakeholders</li> <li>Respond to stakeholder queries</li> </ul>	<ul style="list-style-type: none"> <li>Conduct stakeholder mapping to identify nature of relationships with and between stakeholders</li> <li>Represent interests of the organization or human resource (HR) function when interacting with stakeholders</li> <li>Implement feedback mechanisms to collate stakeholder feedback on working practices</li> <li>Document stakeholder feedback</li> <li>Refine activities in stakeholder management plans in alignment with feedback received</li> <li>Consider stakeholders' needs and interests in decision-making to build trust</li> <li>Follow processes to manage stakeholders' conflict</li> <li>Implement communication plans to ensure stakeholders are constantly kept informed</li> </ul>	<ul style="list-style-type: none"> <li>Determine interests and influence of stakeholders</li> <li>Engage stakeholders to ascertain their expectations</li> <li>Influence stakeholders to align expectations with organization or HR's requirements and objectives</li> <li>Analyze collated stakeholder feedback</li> <li>Investigate issues encountered in stakeholder relationships</li> <li>Recommend improvements to stakeholder management approaches</li> <li>Develop stakeholder communication plans to guide communication with different stakeholder groups</li> <li>Facilitate networking opportunities to build relationships</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize stakeholder relationship based on in-depth analyses and organizational or human resource's (HR) requirements and objectives</li> <li>Develop strategic stakeholder management roadmaps</li> <li>Lead discussions and negotiations to influence key stakeholder decisions</li> <li>Develop communication strategies to maintain successful relationship with key stakeholders</li> <li>Promote networking opportunities in relevant professional external networks</li> </ul>	<ul style="list-style-type: none"> <li>Establish the vision for alignment of stakeholder and organization or human resource's (HR) objectives and goals</li> <li>Anticipate changes in stakeholder needs, expectations and priorities</li> <li>Structure the HR function to support and manage stakeholders</li> <li>Design stakeholder management strategies to enhance relationship with stakeholders</li> <li>Lead strategic discussions and engagement with key stakeholders</li> <li>Influence organization decisions at the board level</li> <li>Resolve escalated issues involving senior stakeholders</li> <li>Promote professional and consistent image of the organization and HR function through networking</li> </ul>

# Strategic Workforce Planning

Develop workforce strategies and plans to determine the manpower and capabilities needed for the future

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-HRP-4013-1.1	PHC-HRP-5013-1.1	PHC-HRP-6013-1.1
FSC Proficiency Description				Develop workforce planning processes and recommendations to meet capability requirements	Drive workforce planning strategies in the organization	Formulate organization-wide strategic workforce planning initiatives to ensure their effectiveness
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Legal and ethical guidelines related to workforce planning</li> <li>Programs and initiatives from the national Government.</li> <li>Statistical analysis tools</li> <li>Techniques to analyze and evaluate workforce data</li> <li>Models and methods of workforce planning</li> <li>Cost- impact analysis on the organization</li> <li>Market trends and developments impacting workforce plans</li> <li>Links between workforce planning and organization strategy</li> <li>Best practices in stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Emerging trends and developments impacting workforce planning</li> <li>Types, features and applications of workforce plans and models</li> <li>Methodologies to assess workforce plans and models</li> <li>Criteria used to evaluate the performance of workforce planning strategies</li> </ul>	<ul style="list-style-type: none"> <li>Macro trends and developments impacting current and future business manpower needs</li> <li>New and emerging methodologies and best practices in workforce planning</li> <li>Future impact analysis and projection techniques</li> <li>Impact of strategic workforce planning initiatives on stakeholder groups</li> <li>Techniques to evaluate effectiveness of workforce planning strategies</li> </ul>

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# Strategic Workforce Planning

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none"> <li>Identify organizational workforce planning and capability requirements</li> <li>Engage stakeholders to generate buy-in and insights on productivity and demand drivers</li> <li>Develop plans to implement workforce planning solutions</li> <li>Develop data-gathering processes to support projection and planning of workforce strategies</li> <li>Analyze supply, demand, capability and productivity gaps in the workforce</li> <li>Review best practices in workforce planning to identify potential areas for improvements</li> <li>Recommend solutions to refine workforce strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Synthesize manpower and staffing requirements to meet business needs</li> <li>Evaluate the organization's current and future core capabilities required to deliver against business strategies</li> <li>Review processes for workforce strategy development and implementation</li> <li>Recommend improvements to processes for workforce strategy development and implementation.</li> <li>Develop workforce strategies and staffing plans to meet identified manpower requirements</li> <li>Recommend workforce planning strategies to key stakeholders</li> <li>Recommend tools and resources to support implementation of manpower requirements</li> <li>Oversee integration of strategies to deliver manpower requirements</li> <li>Review effectiveness of workforce planning strategies to meet business needs</li> <li>Recommend enhancements to workforce planning strategies</li> </ul>	<ul style="list-style-type: none"> <li>Project future manpower and staffing needs in alignment with business direction</li> <li>Endorse processes for workforce strategy development and implementation</li> <li>Spearhead organization's staffing strategies in view of business priorities and needs</li> <li>Secure buy-in from senior management for workforce planning and staffing strategies</li> <li>Oversee development and acquisition of tools and resources to support workforce planning</li> <li>Spearhead the incorporation of new and emerging tools and methodologies in workforce planning</li> <li>Evaluate current and future impact of workforce planning strategies on business achievement</li> </ul>

# Succession Management

Develop succession strategies for critical roles in alignment with the organization's strategic direction and priorities

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3011-1.1	PHC-WDE-4011-1.1	PHC-WDE-5011-1.1	
FSC Proficiency Description			Consolidate information to support succession management strategies	Implement succession management strategies throughout the organization	Develop succession management strategies that align with the organization's strategies and objectives	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Objectives and target roles audience of succession management</li> <li>Best practices in succession management</li> <li>Tools and techniques used in succession management strategies</li> </ul>	<ul style="list-style-type: none"> <li>Models and methods for managing succession</li> <li>Market trends and developments impacting succession management</li> <li>Organizational policies and procedures related to succession management</li> <li>Links between succession management and organizational strategy</li> <li>Principles of succession management</li> <li>Tools and techniques used to review succession management strategies</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures that may impact succession management within the organization</li> <li>Relevant industry codes of practice related to succession management</li> <li>Emerging market trends and developments related to succession management</li> <li>Organization's future business and people agenda</li> <li>External sources of senior talent pool</li> <li>Statistical analysis tools and techniques for evaluating the effectiveness of succession management</li> </ul>	

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# Succession Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application			<ul style="list-style-type: none"> <li>• Provide guidance to stakeholders to identify critical roles, feeder positions,, and potential successors</li> <li>• Maintain records of succession management</li> <li>• Identification and assessments of possible successors.</li> <li>• Document reports on succession management activities</li> <li>• Collect data related to the effectiveness of succession management strategies</li> <li>• Review data related to the effectiveness of succession management strategies to identify trends</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Implement succession management strategies according to the overall plan</li> <li>• Educate stakeholders on the importance of succession management</li> <li>• Identify feeder positions for leadership roles within the organization</li> <li>• Identify successors for critical leadership positions in the organization</li> <li>• Create development and retention plans catered to identified successors</li> <li>• Document activities of succession management to be carried out</li> <li>• Evaluate implications of future business demands on critical roles</li> <li>• Integrate succession management into talent management programs</li> <li>• Identify potential improvements and enhancements to the succession management strategies</li> <li>• Review succession management records and reports</li> </ul>	<ul style="list-style-type: none"> <li>• Establish succession management strategies in line with organizational objectives</li> <li>• Determine ways to plan for critical roles internally or externally</li> <li>• Consult key stakeholders to identify critical leadership roles for succession management</li> <li>• Assess the organization's vulnerability based on the critical roles identified</li> <li>• Monitor implementation of succession management activities throughout the organization</li> <li>• Review the effectiveness of succession planning</li> <li>• Monitor emerging market trends that may impact the succession management programs</li> </ul>	



# System and Work Process Improvement

Develop and implement process improvement plans, communicate goals and changes to employees, and evaluate the impact of process improvements.

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-INN-2002-1.1	PHC-INN-3002-1.1	PHC-INN-4002-1.1	PHC-INN-5002-1.1	PHC-INN-6002-1.1
FSC Proficiency Description		Implement process improvements and report issues on deviations from standards.	Review systems and work processes and conduct research on trends in process improvements.	Manage process improvements, monitor changed processes, conform to legal requirements, organizational policies and sustainability principles.	Formulate process improvements and measure impact of the changes on established performance measures.	Evaluate the strategic impacts of process improvements and establish financial and non-financial performance measures.
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Concept of process management</li> <li>Types of data and how data should be recorded</li> <li>Organizational goals</li> <li>Principles of continuous process improvement</li> <li>Roles and responsibilities of work teams</li> <li>Importance of proper documentation</li> <li>Different tiers of systems and processes within the organization</li> </ul>	<ul style="list-style-type: none"> <li>Tools and methodologies to review systems and processes</li> <li>Team's key performance indicators</li> <li>Organizational goals vis-à-vis performance expectations</li> <li>Team's key performance indicators</li> <li>Principles of continuous process improvement</li> </ul>	<ul style="list-style-type: none"> <li>Organizational goals vis-à-vis performance expectations and requirements</li> <li>Continuous improvement methodologies used by organizations</li> <li>Defining process relationships</li> <li>Team's key performance indicators</li> <li>Principles of continuous process improvement</li> </ul>	<ul style="list-style-type: none"> <li>Process improvement model</li> <li>Principles of continuous process improvement</li> <li>Continuous improvement methodologies used by organizations</li> <li>Communication modes and barriers</li> <li>Structure of an effective action plan</li> <li>Standardization of process</li> <li>Team's key performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>Continuous improvement methodologies used by organizations</li> <li>Principles of innovation</li> <li>Principles of continuous process improvement</li> <li>Principles for defining process relationships</li> <li>Team's key performance indicators</li> </ul>

Continue to next page



# System and Work Process Improvement

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application		<ul style="list-style-type: none"> <li>Perform process improvement activities</li> <li>Collect information and data to support process improvement activities</li> <li>Document implemented changes in work processes in accordance with organizational procedures</li> </ul>	<ul style="list-style-type: none"> <li>Support analysis of the processes for waste or non-value activities to facilitate redesigning the processes in accordance with the process improvement model</li> <li>Apply control mechanisms to monitor the progress of work teams</li> <li>Identify possible work improvement activities at the workplace in accordance with organizational goals</li> </ul>	<ul style="list-style-type: none"> <li>Execute the changes to the processes and resolve issues encountered in accordance with change processes</li> <li>Prepare reports on outcomes of improvement activities implemented in accordance with organizational procedures</li> <li>Analyze the processes for waste or non-value activities to facilitate redesigning the processes in accordance with the process improvement model</li> <li>Communicate through appropriate channels key performance indicators to be achieved to the work teams</li> <li>Resolve issues that arise during implementation of improvement activities in accordance with organizational procedures</li> </ul>	<ul style="list-style-type: none"> <li>Identify improvement activities associated with concept of process management by using systematic process improvement model to meet the organizational goals</li> <li>Present graphically the process maps that accurately depict the sequence of events to build a product or produce an outcome using standard process mapping conventions or symbols</li> <li>Redesign processes using the results of analysis and recommend potential measures to improve the functioning of processes to meet organizational goals</li> <li>Develop action plans and obtain approval to execute the improvement activities in accordance with organizational procedure</li> <li>Communicate through appropriate channels key performance indicators to be achieved to the work teams</li> <li>Train work teams to apply continuous process improvement techniques</li> <li>Define the process relationship using suitable process mapping techniques</li> <li>Communicate improved work processes to relevant stakeholders in accordance with organizational procedures</li> <li>Guide process redesign using the results of the analysis and recommend potential measures to improve the functioning of processes</li> </ul>	<ul style="list-style-type: none"> <li>Set the direction on innovation and process improvement in view of organizational goals</li> <li>Challenge current processes and identify opportunities to improve them</li> <li>Define process relationships using suitable process mapping techniques</li> <li>Communicate improved work processes to relevant stakeholders in accordance with organizational procedures</li> <li>Guide process redesign using the results of analysis and recommend potential measures to improve the functioning of processes</li> <li>Ensure standardization of redesigned processes to make changes stay permanently in accordance with organizational procedures</li> <li>Determine the key performance indicators for work teams to achieve based on the work improvement activities identified</li> </ul>

Continue to next page

# System and Work Process Improvement

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application					<ul style="list-style-type: none"> <li>Standardize redesigned processes to make changes stay permanently by proper documentation and training in accordance with organizational procedures</li> <li>Determine key performance indicators for work teams to achieve based on the work improvement activities identified</li> <li>Resolve issues that arise during implementation of improvement activities in accordance with organizational procedures</li> </ul>	



# Systems Thinking

Identify, analyze and evaluate the elements and its relationships among systems' parts, with the use of simulation tools and systems thinking techniques and frameworks to understand situations and drive change for improvements

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-ATH-3001-1.1	PHC-ATH-4001-1.1	PHC-ATH-5001-1.1	
FSC Proficiency Description			Examine the interactions of components within systems to attain holistic understanding of how the parts relate to one another by espousing the thinking systems on the way people do things.	Evaluate the interdependencies of different systems across the organisation to link patterns and trends across systems, programmes and operations	Drive strategic alignment of systems and processes across functional teams and departments in the organisation	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Concepts of systems archetypes</li> <li>Usage of computer simulation tools</li> <li>Types of guiding questions that can be used for systems thinking</li> <li>Mind maps, concept maps, map systems, causal loops, agile framework, and other tools and mental models for developing systems thinking</li> </ul>	<ul style="list-style-type: none"> <li>Concepts of systems archetypes</li> <li>Usage of computer simulation tools</li> <li>Types of guiding questions that can be used for systems thinking</li> <li>Mind maps, concept maps, map systems, causal loops, agile framework, and other tools and mental models for developing systems thinking</li> <li>Chaos theory, and other frameworks in systems thinking</li> </ul>	<ul style="list-style-type: none"> <li>Types of computer simulation tools</li> <li>Chaos theory, and other frameworks in systems thinking</li> <li>Diagnostic tools for change management</li> <li>Concept of enterprise knowledge management (EKM)</li> <li>Advantages and limitations of applying systems thinking, design and action learning principles.</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Identify and diagnose the root causes of problems</li> <li>Apply concepts of systems archetypes to analyze and attain holistic understanding of problems</li> <li>Break down concepts and issues to facilitate understanding of individual parts of their systems</li> <li>Analyze causal relationships and draw connections between elements of a system causing feedback to one another</li> <li>Identify counterproductive approaches in solving issues or problems</li> </ul>	<ul style="list-style-type: none"> <li>Guide stakeholders to interpret design problems in new ways</li> <li>Critique mental models and archetypes to challenge current ways of thinking</li> <li>Evaluate interactions between systems and their external environment to determine causal relationships</li> <li>Facilitate the use of systems thinking to change perceptions and mental models to bring about new design insights and ideas</li> <li>Simulate effects of management decisions, using design simulation tools</li> <li>Synthesise insights and link patterns and trends across different organizational systems, programmes and operations</li> </ul>	<ul style="list-style-type: none"> <li>Formulate multiple interventions to address the identified root causes to design problems</li> <li>Develop strategies to deal with different systems archetypes</li> <li>Manage the anticipated impact of trade-offs to the various elements of systems</li> <li>Drive interventions utilizing enterprise knowledge management (EKM) to foster an enterprise thinking culture across the organisation</li> <li>Align organizational stakeholders and the design community to enhance effectiveness and depth of design work</li> </ul>	

The information contained in this document serves as a guide.

# Talent Capability Assessment

Develop talent assessment processes with assessment tools to evaluate employees' capabilities

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-WDE-3012-1.1	PHC-WDE-4012-1.1	PHC-WDE-5012-1.1	
FSC Proficiency Description			Implement talent capability assessment tools	Develop talent capability assessment tools and processes	Formulate talent capability assessment frameworks	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types of tools, methods and modalities used for selection and assessment of talent within the organization</li> <li>Techniques for analyzing the outcomes of talent capability assessments</li> <li>Organizational policies and procedures related to talent capability assessment</li> <li>Legal, privacy and regulatory considerations relevant to talent capability assessment</li> </ul>	<ul style="list-style-type: none"> <li>Range of talent selection and assessment tools available</li> <li>Factors to evaluate suitability of talent capability assessment tools for different situations</li> <li>Industry practices on talent capability assessment programs</li> <li>Emerging trends and developments impacting talent capability assessment techniques and tools</li> </ul>	<ul style="list-style-type: none"> <li>Elements of a talent capability assessment framework</li> <li>Link between talent assessment framework and other human resource (HR) frameworks</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Identify the talent assessment tools, methods and modalities required</li> <li>Engage potential or current employees to provide information required for the capability assessment</li> <li>Administer talent assessment tools to various candidates for the different job roles</li> <li>Engage talent assessment vendors to perform talent capability assessments</li> <li>Evaluate capability assessment results</li> </ul>	<ul style="list-style-type: none"> <li>Develop appropriate talent assessment processes for the organization</li> <li>Advise on talent assessment tools based on organization's requirements</li> <li>Tailor capability assessment tools and processes to different roles and situations</li> <li>Interpret talent assessment tools to various candidates for different job roles</li> <li>Determine the parties involved in talent capability assessments</li> <li>Communicate the roles and responsibilities of stakeholders involved in talent capability assessment</li> <li>Communicate assessment outcomes and findings to individuals and business units concerned</li> <li>Coach stakeholders on the use of talent assessment tools</li> <li>Review best practices in talent capability assessment to identify new tools or potential improvements</li> <li>Recommend refinements to talent capability assessment process</li> </ul>	<ul style="list-style-type: none"> <li>Establish the overall talent capability assessment frameworks</li> <li>Define criteria to identify high-potentials in the organization</li> <li>Review capability assessment results to ensure conclusions are accurate and fair</li> <li>Integrate talent assessment frameworks with other HR frameworks across the organization</li> </ul>	

# Talent Management

Drive talent management strategies and programs to identify, develop, review and retain talent to meet the current and future organizational needs

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WDE-4013-1.1	PHC-WDE-5013-1.1	PHC-WDE-6013-1.1
FSC Proficiency Description				Develop talent management programs to support organization-wide strategies	Review talent management programs for alignment with business needs	Establish organization-wide talent management strategies
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Legal and ethical guidelines related to talent management</li> <li>Statistical analysis tools and techniques used in talent assessment</li> <li>Links between organizational strategy and talent management</li> <li>Organizational policies and procedures related to talent management</li> <li>Talent management tools and practices</li> <li>Models and methods for evaluating talent management programs</li> <li>Industry practices on talent management programs</li> <li>Market trends and developments impacting talent management programs</li> <li>Roles and responsibilities of line managers' in the identification of talent</li> <li>Professional or industry codes of practice and standards related to talent management</li> </ul>	<ul style="list-style-type: none"> <li>Relationship between talent management strategies and the organization's business plans and processes</li> <li>Talent management and its linkage to other human resource (HR) strategies</li> <li>Industry practices on talent management programs</li> <li>Emerging market trends impacting talent management</li> <li>Models, methods and tools used in analyzing talent management strategies</li> <li>Roles and accountability of line managers in implementation of talent management processes</li> </ul>	<ul style="list-style-type: none"> <li>Future impact analysis and projection techniques</li> <li>Macro trends impacting talent management strategies</li> <li>Techniques in evaluating effectiveness of talent management strategies</li> <li>Impact of talent management initiatives on stakeholder groups</li> </ul>

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# Talent Management

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>				<ul style="list-style-type: none"> <li>Lead talent assessment using tools, methodologies and criteria as defined in the talent management strategies</li> <li>Identify trends from talent assessment outcomes</li> <li>Develop programs to implement organization management strategies</li> <li>Engage stakeholders in talent management processes to ensure commitment and buy-in</li> <li>Provide guidance to managers on the use of talent management tools and methodologies</li> <li>Develop program evaluation tools to gather data and feedback on talent management</li> <li>Establish performance against required criteria from data gathered through the program evaluation</li> <li>Recommend refinements to talent management programs</li> </ul>	<ul style="list-style-type: none"> <li>Project future talent management requirements</li> <li>Support the development of organization-wide talent management strategies</li> <li>Review proposed talent management programs</li> <li>Align talent management programs with business needs</li> <li>Select tools and resources to support talent management activities</li> <li>Secure buy-in from stakeholders on talent management programs and objectives</li> <li>Review assessment outcomes to categorize talent within the talent pools</li> <li>Approve refinements to talent management processes</li> <li>Review the alignment of the talent management programs with other HR programs</li> </ul>	<ul style="list-style-type: none"> <li>Influence the board of directors and other senior executives of the organization to determine talent needs for the organization</li> <li>Develop organization-wide talent management strategies aligned to organization's business strategies</li> <li>Oversee development and acquisition of tools and resources to support talent management strategies</li> <li>Integrate the talent management strategies to anticipate risk and uncertainty</li> <li>Review talent management strategies</li> </ul>





# Technology Integration

Integrate new and emerging Human Capital Management Systems (HCMS) technology products, services and developments to enhance human resource (HR) operations and service delivery

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-GHR-3012-1.1	PHC-GHR-4012-1.1	PHC-GHR-5012-1.1	PHC-GHR-6012-1.1
FSC Proficiency Description			Conduct review on new and emerging technologies to support the human resource (HR) operations under guidance	Evaluate new and emerging technologies and trends against human resource (HR) needs	Lead the review, integration and evaluation of new and emerging human capital management (HCM) systems and technologies.	Spearhead human capital management (HCM) technology strategies and norms to leverage new and emerging technologies and trends to propel the HR function
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Fields and industries that are adjacent to HR</li> <li>Market scanning and research techniques for emerging technologies</li> <li>New HCM systems and technology products and services in the market</li> <li>Typical HR operations process flows</li> </ul>	<ul style="list-style-type: none"> <li>Current industry and technology information sources</li> <li>Types of hardware and software products used in the HR field</li> <li>Emerging trends in technological products and services in the HR space</li> <li>Cost-benefit analysis and evaluation methods for assessing new technologies</li> <li>Business process flows and interdependencies</li> </ul>	<ul style="list-style-type: none"> <li>Industry standards of technology excellence</li> <li>Key sources of information on new HCM systems and technologies</li> <li>Risk analysis of HCM technologies, and implications on legal, ethical or security dimensions of the business</li> <li>Current and future impact analysis</li> <li>Ethical standards and best practices on data privacy.</li> </ul>	<ul style="list-style-type: none"> <li>Global standards of technology excellence and privacy management program.</li> <li>Components of HCM technology strategies and processes</li> <li>Impact of new and emerging technology trends on HCM technology and organizational needs</li> <li>Future HCM technology needs</li> <li>Trends and developments in adjacent industries</li> <li>Potential impact and disruptions to process norms in the HR field</li> <li>Strategic partnership and alliance development</li> </ul>

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# Technology Integration

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Skills Application</b>			<ul style="list-style-type: none"> <li>Conduct research on new technologies</li> <li>Analyze relevance of technologies or IT processes in use and under development in related fields</li> <li>Assess potential of emerging technologies to address challenges or enhance processes within HR</li> <li>Identify processes that will be improved by the application of new and emerging technologies and approaches</li> <li>Propose technology solutions that offer HR process improvement</li> </ul>	<ul style="list-style-type: none"> <li>Direct the identification and evaluation of new and emerging technologies, techniques and models</li> <li>Decipher impact of new and emerging technologies on HR operations</li> <li>Establish internal processes and guidelines to facilitate the research on and evaluation of new technologies</li> <li>Establish organizational need and selection criteria for new technologies</li> <li>Evaluate the viability of incorporating new and emerging technologies in the organization's HR context</li> <li>Assess costs and benefits of adopting HR technology solutions</li> <li>Manage collaborations with external partners to gain access to and explore emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the market to keep abreast of new technologies that will impact HR operations</li> <li>Evaluate emerging technologies against the existing business needs and infrastructure</li> <li>Predict impact of introducing new HCM technologies</li> <li>Review market research and validate the new technologies against HR needs</li> <li>Provide recommendations with rationales for the outcomes of the evaluations</li> <li>Communicate with external partners to obtain and explore emerging technologies</li> </ul>	<ul style="list-style-type: none"> <li>Lead the analysis of internal and external trends to identify HCM technology needs of the organization</li> <li>Decipher the impact of emerging technologies on the HR field</li> <li>Develop HCM technology strategies in alignment with business strategies</li> <li>Engage senior key stakeholders to gain their buy-in on HCM technology strategies</li> <li>Establish guidelines for the evaluation and incorporation of emerging HCM technologies</li> <li>Articulate the business considerations and parameters related to the adoption of new technologies</li> <li>Synthesize different emerging technologies and trends into initiatives that propel the growth of the HR department</li> <li>Build strategic partnerships with organizations and suppliers to optimize access to new and emerging HCM technologies</li> <li>Create thought leadership around emerging technologies and their impact on HR</li> </ul>

# Total Rewards Philosophy Development

Establish organization-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivize the desired behaviors

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code				PHC-WEN-4013-1.1	PHC-WEN-5013-1.1	PHC-WEN-6013-1.1
FSC Proficiency Description				Implement total rewards plans and mechanisms in line with the organizational philosophy	Establish organization-wide total rewards philosophy and strategies	Formulate total rewards philosophy of the organization
Underpinning Knowledge				<ul style="list-style-type: none"> <li>Organization's existing philosophy on total rewards</li> <li>Organizational policies and procedures related to total rewards</li> <li>Elements of compensation philosophy</li> <li>Industry practices on total rewards design</li> <li>Market trends and developments impacting rewards design</li> <li>Principles in developing compensation and benefits structure</li> <li>Cost-impact analysis</li> <li>Statistical analysis tools and techniques used in total rewards assessment</li> <li>Models and methods for evaluating total rewards design</li> <li>External and internal landscape impacting total rewards design</li> </ul>	<ul style="list-style-type: none"> <li>Models, methods and tools used in analyzing total rewards design</li> <li>Relationship between rewards design and the organization's business plans and processes</li> <li>Linkage of total rewards to other human resource (HR) strategies</li> <li>Professional or industry codes of practice and standards related to total rewards</li> </ul>	<ul style="list-style-type: none"> <li>Industry trends in establishing total rewards philosophy</li> <li>Business strategies of the organization</li> <li>Techniques in evaluating effectiveness of total rewards strategies</li> <li>Impact of total rewards initiatives on stakeholder groups</li> </ul>

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# Total Rewards Philosophy Development

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Skills Application				<ul style="list-style-type: none"> <li>Translate total rewards strategy and philosophy into design principles</li> <li>Identify trends from industry practices on total rewards design</li> <li>Design plans and mechanisms for total rewards</li> <li>Secure acceptance from stakeholders in total rewards design</li> <li>Evaluate cost impact of total rewards designs</li> <li>Design rewards policies that support the business</li> <li>Develop processes and systems to measure effectiveness of total rewards design</li> <li>Refine total rewards design</li> </ul>	<ul style="list-style-type: none"> <li>Establish total rewards strategies aligned with organizational vision, mission and values</li> <li>Develop adaptive strategies to allow total rewards designs to anticipate uncertainty</li> <li>Create alignment among remuneration plans and programmes</li> <li>Define criteria to evaluate success of total rewards strategy</li> <li>Review total rewards design against the articulated organizational philosophy</li> <li>Determine the business viability of total rewards designs</li> <li>Project future total rewards design requirements</li> <li>Direct refinements to total rewards design</li> </ul>	<ul style="list-style-type: none"> <li>Formulate total rewards philosophy that is aligned with the overall organization vision, mission and values</li> <li>Approve the total rewards philosophy and design in view of the organization's overall human resource (HR) strategies</li> <li>Determine success measures for the total rewards strategies</li> <li>Align total rewards philosophy and business' strategic goals</li> <li>Endorse total rewards design</li> <li>Establish alignment between total rewards designs and other HR functions</li> </ul>



# Voluntary Exit Management

Establish and implement frameworks, guidelines, policies and processes to manage voluntary exits

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-ESE-2003-1.1	PHC-ESE-3003-1.1	PHC-ESE-4003-1.1	PHC-ESE-5003-1.1	
FSC Proficiency Description		Administer processes for voluntary employee exits	Implement processes to manage voluntary employee exits	Develop policies and guidelines to manage voluntary exit processes	Establish strategies and plans to manage voluntary exits	
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Reasons for voluntary exits</li> <li>Human resource (HR) policies related to voluntary exits</li> <li>Processes related to the administration of voluntary exits</li> <li>Ethical, legal and professional considerations related to voluntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Procedures of conducting an exit interview</li> <li>Methods of analyzing voluntary exit information</li> </ul>	<ul style="list-style-type: none"> <li>Legal and regulatory requirements related to voluntary exits</li> <li>Criteria for measuring the impact of voluntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Strategies to minimize voluntary exit rate</li> <li>Methods of reviewing human resource (HR) policies in relation to voluntary exit management</li> </ul>	
Skills Application		<ul style="list-style-type: none"> <li>Administer voluntary exit processes according to policies and procedures</li> <li>Draft documentation required for voluntary exits</li> <li>Provide information to employees on voluntary exit policies</li> <li>Maintain comprehensive records of voluntary employee exits</li> </ul>	<ul style="list-style-type: none"> <li>Conduct exit interviews</li> <li>Advise employee of regulations against competition, disclosure and litigation</li> <li>Record exit interview feedback</li> <li>Analyze data related to reasons and impact of voluntary exits</li> <li>Maintain professionalism during interactions with exiting employees to uphold organization reputation</li> <li>Review administration documentation related to voluntary exits</li> </ul>	<ul style="list-style-type: none"> <li>Develop voluntary exit policies in compliance with legal and regulatory requirements</li> <li>Establish guidelines for voluntary exit processes</li> <li>Formulate measures and criteria to determine the impact of voluntary exits</li> <li>Review voluntary exit data analysis to recommend corrective actions to manage voluntary exit rate</li> </ul>	<ul style="list-style-type: none"> <li>Develop HR strategies to manage voluntary exit rate</li> <li>Advise senior leadership on managing communication for voluntary exit of senior roles</li> <li>Collaborate with senior leadership to manage the impact of voluntary exit of senior roles</li> <li>Enhance existing voluntary exit policies to increase effectiveness and alignment to organizational requirements</li> </ul>	



The information contained in this document serves as a guide.

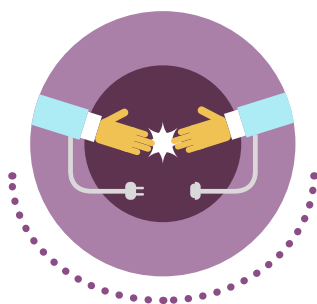
# Workplace Optimization

Plan and manage the work spaces to encourage collaboration and build organization culture

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code			PHC-HRP-3014-1.1	PHC-HRP-4014-1.1	PHC-HRP-5014-1.1	
FSC Proficiency Description			Monitor employees' utilization and experience of the workplace environment	Plan enhancements to the workplace environment	Direct the planning and management of the workplace environment	
Underpinning Knowledge			<ul style="list-style-type: none"> <li>Types and elements of workplaces</li> <li>Variables affecting workplace environment</li> <li>Impact of workplace environment on employees</li> <li>Efficient workplace utilization</li> <li>Types of innovative workplaces</li> </ul>	<ul style="list-style-type: none"> <li>Indicators of workplace environment effectiveness</li> <li>Trends and best practices in office workspaces and layouts</li> <li>Budgeting process and budget management techniques</li> <li>Indicators of workforce effectiveness and productivity</li> </ul>	<ul style="list-style-type: none"> <li>Workplace environment design techniques and best practices</li> <li>Design thinking principles and methodologies</li> <li>Impact of workplace environment on organizational culture</li> <li>Return on investment (ROI) calculation and analysis</li> </ul>	
Skills Application			<ul style="list-style-type: none"> <li>Monitor the utilization of work spaces and facilities</li> <li>Monitor the impact of work spaces and layouts on employees' experience and productivity</li> <li>Propose improvements to the physical work environment that will support the desired organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>Review effectiveness of existing physical work environment</li> <li>Manage workplace environment to ensure quality and efficiency of work operations</li> <li>Maximize workplace infrastructure budget utilization</li> <li>Develop innovative and efficient ways of achieving office operational requirements</li> <li>Evaluate feasibility of proposed improvements to the workplace environment and infrastructure</li> <li>Justify workplace environment enhancement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Guide the planning and conceptualization of the organization's desired workplace environment</li> <li>Evaluate impact of existing physical work environment on workforce effectiveness and productivity</li> <li>Acquire additional resources to improve the quality and efficiency of the workplace</li> <li>Anticipate strategic impact of workplace environment enhancement initiatives</li> <li>Endorse improvements to the workplace environment</li> <li>Evaluate long-term ROI from workplace environment enhancements</li> </ul>	



Building Inclusivity



Collaboration



Communication



Customer Orientation



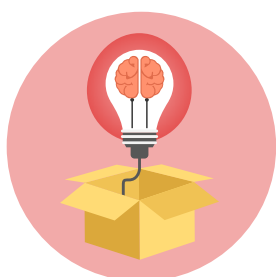
Developing People

## INTERACTING WITH OTHERS

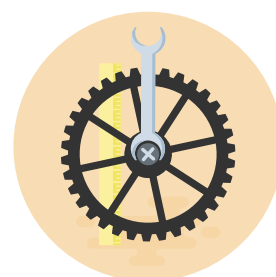


Influence

# SKILLS TO BUILD



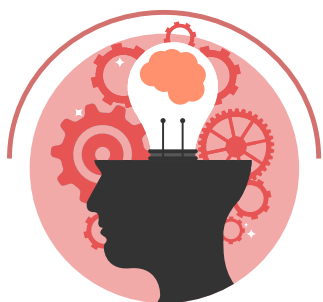
Creative Thinking



Adaptability

## THINKING CRITICALLY

## STAYING RELEVANT



Decision Making



Problem Solving



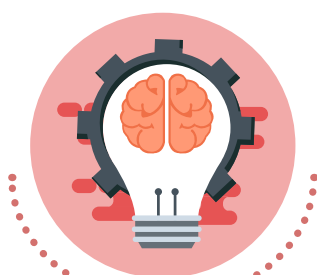
Digital Fluency



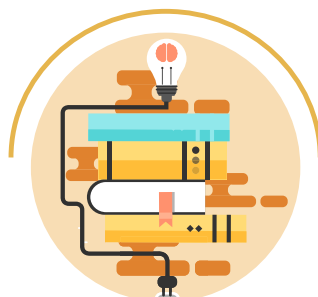
Global Perspective



Sense Making



Transdisciplinary Thinking



Learning Agility



Self Management



# Building Inclusivity

Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical, and learning ability, education, socio-economic status, and political belief, to understand the interests of diverse groups and build an inclusive work environment

	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B001-1	ESC-IWO-I001-1	ESC-IWO-A001-1
<b>ESC Proficiency Description</b>	Demonstrate sensitivity to the differences in diversity dimensions and perspectives	Manage relationships across diverse groups within the organization	Oversee the development and implementation of processes and practices which build an inclusive work environment and enable diverse groups to work effectively together
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>Self-awareness concepts</li> <li>Diversity dimensions and preferences</li> <li>Types of unconscious bias</li> <li>Fair employment practices</li> </ul>	<ul style="list-style-type: none"> <li>Barriers to workplace diversity and inclusion</li> <li>Communication styles</li> <li>Interpersonal communication techniques</li> <li>Social psychology concepts</li> <li>Group dynamics concepts</li> <li>Strategies to manage unconscious bias</li> </ul>	<ul style="list-style-type: none"> <li>Inclusion strategies and best practices</li> <li>Dimensions and behaviors of non-inclusion</li> <li>Types of social, political, economic, and cultural factors which impact stakeholder interactions</li> <li>Conflict management strategies</li> <li>Emerging trends impacting perspectives on diversity and inclusion</li> <li>Best practices for promoting inclusivity</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Demonstrate understanding of different types of personal values, beliefs, perceptions, and attitudes when interacting with diverse groups</li> <li>Conduct oneself in accordance with the organization's inclusion policies and practices</li> <li>Participate in interactions with diverse groups within the organization</li> <li>Adopt active listening and demonstrate respect for and acknowledge diverse perspectives or differences</li> <li>Assess own behavior to identify unconscious biases when operating in a diverse environment</li> <li>Support the development of inclusivity-related communication materials</li> </ul>	<ul style="list-style-type: none"> <li>Convey cultural intelligence and sensitivity towards differing values, beliefs, and behaviors across diverse groups</li> <li>Promote behaviors and practices that support diversity and inclusion in the organization</li> <li>Ensure diversity in the composition of work teams</li> <li>Adapt communication styles to accommodate diversity in stakeholder dynamics and establish common ground</li> <li>Facilitate conversations to encourage mutual respect and understanding</li> <li>Review own behavior and work processes for improvements to reduce unconscious bias</li> <li>Communicate the organization's inclusivity related values and the rationale for inclusive practices</li> </ul>	<ul style="list-style-type: none"> <li>Guide the development of policies and practices to build inclusion and eliminate biases</li> <li>Endorse inclusive outcomes and initiatives across the organization</li> <li>Champion support for the needs of diverse groups within the organization</li> <li>Design open and psychologically safe environment for the expression of diverse views</li> <li>Manage conflicts and address non-inclusive behaviors</li> <li>Champion the organization's inclusion-related communication efforts across internal and external platforms</li> </ul>



The information contained in this document serves as a guide.

# Collaboration

Manage relationships and work collaboratively and effectively with others to achieve goals

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B002-1	ESC-IWO-I002-1	ESC-IWO-A002-1
	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships, and providing support to others to achieve goals	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Types of collaboration tools and platforms</li> <li>Team roles and responsibilities</li> <li>Team communication techniques</li> <li>Diversity dimensions and preferences</li> <li>Behavioral styles</li> <li>Knowledge sharing methods and tools</li> <li>Listening techniques</li> <li>Emotional intelligence dimensions</li> <li>Techniques to develop empathy</li> <li>Workplace and social etiquette</li> </ul>	<ul style="list-style-type: none"> <li>Types of team structures</li> <li>Types of team development methods</li> <li>Team goal-setting concepts</li> <li>Group facilitation and problem-solving methods</li> <li>Stakeholder analysis techniques</li> <li>Persuasion methods</li> <li>Communication styles</li> <li>Interpersonal communication techniques</li> <li>Personality types and interpersonal needs</li> <li>Emerging virtual collaboration tools and platforms</li> </ul>	<ul style="list-style-type: none"> <li>Organization's vision, objectives, and operating climate</li> <li>Team organization theories</li> <li>Motivation theories</li> <li>Measures of team effectiveness</li> <li>Behavioral science concepts</li> <li>Stakeholder dynamics</li> <li>Stakeholder management strategies</li> <li>Best practices in virtual collaboration</li> <li>Conflict management strategies</li> <li>Types of social, political, economic, and cultural factors which impact stakeholder relationships</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Perform work activities collaboratively with others to foster team spirit and contribute to identified goals</li> <li>Demonstrate a positive attitude in various situations and interactions with stakeholders</li> <li>Share information, knowledge, and experiences with co-workers</li> <li>Implement collaboration tools and platforms to enable different types of collaboration and information sharing</li> <li>Seek to understand others' situations, perspectives, and emotions</li> <li>Build rapport with co-workers to maintain relationships</li> <li>Escalate information pertaining to conflicts in teams to relevant stakeholders</li> <li>Seek feedback from co-workers on own role and performance in the team</li> </ul>	<ul style="list-style-type: none"> <li>Identify shared goals which require collaboration to facilitate the achievement of team and organizational objectives</li> <li>Organize teams in a manner that capitalizes on team members' strengths</li> <li>Adapt methods of interaction to cater to the needs and motivations of others</li> <li>Align values, beliefs, and perceptions amongst team members to establish harmonious working relationships</li> <li>Guide team members to manage work challenges and tasks in a positive manner</li> <li>Develop partnerships with key internal and external stakeholders to achieve win-win outcomes</li> <li>Resolve issues arising from working in teams</li> <li>Provide feedback to team members on their roles, working styles, and performance in the team</li> <li>Suggest tools and platforms which could be integrated to facilitate virtual collaboration and enhance productivity of teams</li> </ul>	<ul style="list-style-type: none"> <li>Champion the development of an open and collaborative organizational culture</li> <li>Establish organizational policies and procedures that promote a cooperative working environment</li> <li>Drive mutual understanding between teams across the organization to encourage the achievement of shared goals</li> <li>Navigate diverse views and opinions within and beyond the organization to achieve beneficial outcomes</li> <li>Build strategic alliances and partnerships to achieve desired organizational objectives</li> <li>Oversee the resolution of conflicts or removal of barriers to collaboration across the organization</li> <li>Devise feedback processes to ensure the organization strives to work cooperatively and continuously improve</li> <li>Evaluate the effectiveness of virtual collaboration across the organization to recommend improvements</li> </ul>

# Communication

Convey and exchange thoughts, ideas, and information effectively through various mediums and approaches

	BASIC	INTERMEDIATE	ADVANCED
ESC Proficiency Description	ESC-IWO-B003-1  Communicate with others to share information, respond to general inquiries, and obtain specific information	ESC-IWO-I003-1  Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information	ESC-IWO-A003-1  Synthesize information and inputs to communicate an overarching storyline to multiple stakeholders
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Range of technical and non-technical vocabulary</li> <li>Verbal and non-verbal communication techniques</li> <li>Writing techniques</li> <li>Listening techniques</li> <li>Emotional intelligence dimensions</li> <li>Types of communication channels and tools</li> <li>Information processing techniques</li> <li>Questioning techniques</li> <li>Information confidentiality and disclosure considerations</li> </ul>	<ul style="list-style-type: none"> <li>Verbal and non-verbal signals</li> <li>Communication styles</li> <li>Behavioral insights concepts</li> <li>Types of writing styles</li> <li>Presentation and information structuring techniques</li> <li>Types of visualization tools and techniques</li> <li>Stakeholder analysis techniques</li> <li>Techniques for analyzing audience reactions</li> <li>Interpersonal communication techniques</li> <li>Two-way communication techniques</li> <li>Persuasion methods</li> </ul>	<ul style="list-style-type: none"> <li>Storytelling techniques</li> <li>Negotiation strategies</li> <li>Stakeholder dynamics</li> <li>Stakeholder management strategies</li> <li>Strategies to drive behavior change</li> <li>Strategies to overcome communication roadblocks</li> <li>Emerging communication channels and tools</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Identify appropriate communication channels to convey or exchange information</li> <li>Deploy listening techniques to engage with and understand the audience</li> <li>Ask questions to seek clarity when receiving information</li> <li>Present ideas using concise and clear language</li> <li>Implement verbal and non-verbal communication techniques to convey and receive information across communication channels</li> <li>Define desired outcomes for the exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Analyze communication objectives, types of stakeholders, and needs to determine communication priorities</li> <li>Evaluate communication objectives, styles, verbal and non-verbal signals to adapt communication approaches and channels</li> <li>Present information in a structured flow and format which is reflective of audience needs</li> <li>Determine relevant information and visualization techniques to share and convey a persuasive viewpoint</li> <li>Adapt communication approaches continuously to respond to audience reactions</li> <li>Analyze information exchanged to identify communication gaps</li> <li>Encourage two-way interactions and seek feedback on communication approaches</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate stakeholder dynamics and context to establish communication objectives and principles</li> <li>Synthesize various information sources and communication objectives to create a persuasive storyline</li> <li>Anticipate responses from stakeholders to adapt approaches appropriately</li> <li>Manage sensitive communications with discretion and tact</li> <li>Evaluate different stakeholder viewpoints to determine appropriate negotiation strategies</li> <li>Establish alignment between diverse stakeholders with differing viewpoints to achieve constructive outcomes</li> <li>Evaluate emerging communication channels and tools to define adoption opportunities</li> </ul>



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# Customer Orientation

Identify the needs of customers, both internal and external, to deliver an effective customer experience

	BASIC	INTERMEDIATE	ADVANCED
ESC Proficiency Description	ESC-IWO-B004-1  Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience	ESC-IWO-I004-1  Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience	ESC-IWO-A004-1  Foster the creation of an effective customer experience
Underpinning Knowledge	<ul style="list-style-type: none"> <li>• Customer needs analysis</li> <li>• Types of data collection tools and methods</li> <li>• Customer listening methods and guidelines</li> <li>• Customer feedback management systems</li> <li>• Organization's service policies and procedures</li> <li>• Organization's customer experience philosophy</li> </ul>	<ul style="list-style-type: none"> <li>• Customer behavioral patterns</li> <li>• Service evaluation models</li> <li>• Customer experience metrics</li> <li>• Customer experience management strategies</li> <li>• Customer relationship management strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies to design customer experience philosophies</li> <li>• Strategies to develop service policies and procedures</li> <li>• Types of business strategies and operations</li> <li>• Organization's vision and objectives</li> <li>• Emerging industry and market trends</li> <li>• Stakeholder dynamics</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>• Analyze customer needs or perspectives to identify appropriate responses or actions</li> <li>• Demonstrate positive outlook and behavior in customer interactions in line with organization's customer experience philosophy</li> <li>• Respond to customer requests in accordance with the organization's service policies and procedures</li> <li>• Identify potential customer experience issues to be escalated</li> <li>• Collect data to measure defined customer experience parameters or metrics</li> <li>• Suggest potential methods to improve customer experience</li> <li>• Apply learnings from customer feedback to improve customer experience and service standards</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze multiple information sources on customer behavior and trends to anticipate customers' needs and expectations</li> <li>• Evaluate customer needs to prioritize responses or action based on urgency and criticality</li> <li>• Analyze customer engagements and conduct follow-up actions to analyze customer experience</li> <li>• Manage critical customer issues and identify appropriate service recovery interventions</li> <li>• Analyze customer experience metrics to identify areas for improvement or gaps in customer experiences</li> <li>• Recommend changes to the organization's service policies or procedures to improve customer experience</li> <li>• Implement strategies to maintain relationships with customers to cultivate loyalty and trust</li> </ul>	<ul style="list-style-type: none"> <li>• Establish the organization's customer experience philosophy and strategy for service delivery</li> <li>• Guide the development of service policies and procedures to create a customer experience which prioritizes customer needs or objectives</li> <li>• Balance strategic and operational requirements against the fulfillment of customer needs to design effective customer experience management strategies</li> <li>• Evaluate the impact of emerging industry and market trends on the customer experience to pre-empt customer issues</li> <li>• Champion customer-oriented behaviors across the organization</li> <li>• Define metrics to measure customer experience</li> <li>• Advocate for continuous improvement in customer experience across the organization to drive service excellence</li> </ul>

# Developing People

Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals

	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B005-1	ESC-IWO-I005-1	ESC-IWO-A005-1
<b>ESC Proficiency Description</b>	Create individual career and development plans, and support co-workers in performing their work activities	Develop and coach team members to identify and leverage their strengths to enhance performance	Foster a conducive environment to enable employees' professional and personal development, in alignment with the organization's objectives and goals
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>Personal strengths inventory</li> <li>Goal-setting techniques</li> <li>Learning styles</li> <li>Organizational performance goals</li> <li>Outcomes of career planning</li> <li>Techniques to provide constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Coaching and mentoring techniques</li> <li>Motivation and reinforcement concepts</li> <li>Listening techniques</li> <li>Organization learning and development policies and procedures</li> <li>Questioning techniques</li> <li>Self-reflection techniques</li> <li>Performance review techniques</li> </ul>	<ul style="list-style-type: none"> <li>Career management reporting</li> <li>Career development strategies</li> <li>Engagement and empowerment techniques</li> <li>Performance management processes and frameworks</li> <li>Organization's vision, objectives, and operating climate</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Initiate career planning activities to identify learning and development goals</li> <li>Identify links among personal, professional, and organizational performance goals</li> <li>Support co-workers in executing work activities to achieve intended goals and improve work performance</li> <li>Share career planning related experiences with co-workers</li> <li>Participate in activities that challenge self and contribute to capability development</li> <li>Provide constructive feedback to co-workers in accordance with organizational guidelines, standards, and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Guide team members in identifying personal and professional goals</li> <li>Coach and mentor team members on achieving personal, professional, and organizational goals</li> <li>Evaluate individual strengths, capabilities, and learning styles to create tailored coaching and development interventions in different contexts</li> <li>Facilitate discussions with team members to ensure accountability for setting goals and development plans</li> <li>Advise team members on the formulation of career development plans</li> <li>Recommend stretch goals and opportunities to harness the potential of team members</li> <li>Provide continuous feedback and reinforce behaviors that contribute positively to performance or growth</li> </ul>	<ul style="list-style-type: none"> <li>Build support for organization-wide capability development interventions to facilitate the attainment of personal and professional goals</li> <li>Guide employees to understand the principles for translating organizational objectives to personal and professional goals</li> <li>Provide expertise on coaching and mentoring techniques</li> <li>Create or recommend platforms and procedures to enable exposure to new opportunities and enriching experiences within the organization</li> <li>Champion the development of a supportive and positive climate which encourages continuous improvement and development within the organization</li> </ul>



# Influence

Influence behaviors, beliefs, or attitudes in order to achieve desired outcomes and solutions

	BASIC	INTERMEDIATE	ADVANCED
	ESC-IWO-B006-1	ESC-IWO-I006-1	ESC-IWO-A006-1
<b>ESC Proficiency Description</b>	Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues	Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals, or objectives	Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>Diversity dimensions and preferences</li> <li>Emotional intelligence dimensions</li> <li>Listening techniques</li> <li>Problem solving techniques</li> <li>Types of communication channels and tools</li> <li>Verbal and non-verbal communication techniques</li> <li>Knowledge sharing methods and tools</li> <li>Questioning techniques</li> </ul>	<ul style="list-style-type: none"> <li>Types of networks</li> <li>Verbal and non-verbal signals</li> <li>Stakeholder analysis techniques</li> <li>Strategies to develop trust</li> <li>Interpersonal communication techniques</li> <li>Communication styles</li> <li>Persuasion methods</li> <li>Techniques for analyzing audience reactions</li> <li>Collaboration techniques</li> </ul>	<ul style="list-style-type: none"> <li>Goal or purpose setting strategies</li> <li>Strategies to drive behavior change</li> <li>Negotiation strategies</li> <li>Motivation theories</li> <li>Types of social, political, economic, and cultural factors which impact stakeholder relationships</li> <li>Stakeholder dynamics</li> <li>Stakeholder management strategies</li> <li>Storytelling techniques</li> <li>Conflict management strategies</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Develop a clear understanding of purpose and desired goals or outcomes</li> <li>Analyze stakeholder responses and interactions to understand needs</li> <li>Encourage stakeholders to share views and opinions to enable an understanding of different perspectives</li> <li>Appreciate nuances and impact of diversity dimensions and cultural backgrounds when interacting with stakeholders</li> <li>Communicate with stakeholders in a manner which encourages open conversations and reduces potential misunderstandings</li> <li>Adapt personal style to demonstrate empathy and enable the communication of desired goals</li> <li>Ask questions to understand stakeholders' responses or potential issues</li> </ul>	<ul style="list-style-type: none"> <li>Identify stakeholders and networks that are critical in meeting desired goals and objectives</li> <li>Integrate different stakeholders into the decision-making process to garner their support</li> <li>Utilize combinations of logic, conviction, and interpersonal skills when communicating desired goals and objectives</li> <li>Align ideas and plans with relevant stakeholders to build ownership and garner buy-in</li> <li>Ensure that decisions made are supported with relevant experience, facts, and knowledge</li> <li>Articulate pros and cons behind decisions taken and proposed to build confidence among stakeholders</li> <li>Present findings and thoughts in an open and flexible manner</li> <li>Escalate issues to senior stakeholders if own efforts to enlist support have not succeeded</li> </ul>	<ul style="list-style-type: none"> <li>Establish alignment among different stakeholders' needs and objectives to achieve intended outcomes</li> <li>Establish key stakeholder relationships to ensure goals and objectives are achieved</li> <li>Share strategic insights in a manner that addresses the issues and interests of relevant stakeholders</li> <li>Evaluate compromises to gain commitment from relevant stakeholders</li> <li>Endorse win-win solutions that benefit all parties involved</li> <li>Anticipate objections and challenges that potentially impact desired results</li> <li>Negotiate issues that impact long-term strategic objectives</li> </ul>



# Adaptability

Exercise flexibility in behaviors or approaches to respond to changes and evolving contexts

	BASIC	INTERMEDIATE	ADVANCED
ESC Proficiency Description	ESC-SRE-B001-1	ESC-SRE-I001-1	ESC-SRE-A001-1
	Modify behaviors and approaches to respond to changes and evolving contexts	Manage change in evolving contexts	Foster a culture of flexibility that caters to changes and evolving contexts
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Ideation techniques</li> <li>Experimentation techniques</li> <li>Problem solving techniques</li> <li>Emotional regulation techniques</li> <li>Questioning techniques</li> <li>Information processing techniques</li> <li>Self-awareness concepts</li> <li>Impact measurement techniques</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder analysis techniques</li> <li>Group dynamic concepts</li> <li>Collaboration styles</li> <li>Coaching and mentoring techniques</li> <li>Risk analysis techniques</li> <li>Self-reflection techniques</li> <li>Strategies to evaluate impact of new ideas, improvements, or solutions</li> </ul>	<ul style="list-style-type: none"> <li>Organization's vision, objectives, and operating climate</li> <li>Strategies to build resilient teams</li> <li>Strategies to drive the continuous development of new approaches</li> <li>Risk mitigation strategies</li> <li>Strategies to identify emerging industry disruptors and trends</li> <li>Change management strategies</li> <li>Stakeholder dynamics</li> <li>Stakeholder management strategies</li> <li>Conflict management strategies</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Demonstrate an openness to seek and interpret opinions and practices different from own</li> <li>Seek out information on changes or evolving contexts which may impact work activities or priorities</li> <li>Set short-term goals in order to perform work activities effectively during periods of change</li> <li>Adjust existing work activities in response to new instructions, guidelines, or operating procedures</li> <li>Assess own reactions to changes and evolving contexts to improve future responses and behaviors</li> <li>Monitor own work performance to identify potential development areas to enhance responses to changes and evolving contexts</li> <li>Identify appropriate skills and training which could improve one's response and behavior to changes and evolving contexts</li> </ul>	<ul style="list-style-type: none"> <li>Assess the impact of changes and evolving contexts to identify ways to adapt skills or processes</li> <li>Analyze the rationale for change or underlying factors driving evolving contexts</li> <li>Develop creative solutions to address challenges and leverage on opportunities arising from changes and evolving contexts</li> <li>Evaluate inputs from various stakeholders and different courses of actions to determine how to navigate through change and evolving contexts</li> <li>Prioritize work activities in order of criticality to navigate through change and evolving contexts</li> <li>Coach team members in responding to changes and evolving contexts</li> <li>Reflect on responses to change and evolving contexts to recommend future actions, behaviors, and approaches</li> </ul>	<ul style="list-style-type: none"> <li>Articulate strategic goals to navigate through periods of change and evolving contexts</li> <li>Evaluate the impact on the operating climate, emerging trends, and industry disruptors</li> <li>Determine potential opportunities and/or risks of change or evolving contexts</li> <li>Direct the development of new and alternative approaches to respond to changes and evolving contexts</li> <li>Guide stakeholders to successfully navigate through change and disruptions</li> <li>Lead the resolution of any issues which impact the organization's ability to adapt to changes and evolving contexts</li> <li>Review existing strategies and approaches to changes and evolving contexts</li> </ul>



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# Digital Fluency

Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency, and facilitate information sharing

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B002-1	ESC-SRE-I002-1	ESC-SRE-A002-1
	Perform work processes and activities using identified digital technology tools, systems, and software	Identify opportunities and evaluate risks of integrating digital technology tools, systems, and software across work processes and activities	Drive the creation of a digital culture and environment, educating stakeholders across the organization on the benefits and risks of digital technology tools, systems, and software
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Digital terminologies</li> <li>Digital etiquettes</li> <li>Types of digital search and information collection tools</li> <li>Types of digital technology tools, systems, and software</li> <li>Types of technology-enabled communication channels</li> <li>Organization's InfoComm Technology troubleshooting and Information Technology (IT) back-up processes</li> <li>Organization's IT, personal data, and privacy policies</li> <li>Types of cybersecurity risks</li> <li>Organization's policies to monitor cybersecurity risks</li> </ul>	<ul style="list-style-type: none"> <li>Emerging digital technology tools, systems, and software</li> <li>Emerging digital communication channels</li> <li>Methods to evaluate suitability of digital technology tools, systems, and software</li> <li>Types of visualization tools and techniques</li> <li>Technology implementation processes</li> <li>Problem solving techniques</li> <li>Decision evaluation and prioritization frameworks</li> <li>Risk assessment techniques</li> <li>Strategies to manager cybersecurity risks</li> <li>Types of metrics to measure effectiveness of digital tools, systems, and software</li> </ul>	<ul style="list-style-type: none"> <li>Best practice applications of digital technology tools, systems, and software</li> <li>Emerging trends in the digital environment</li> <li>Strategies to manage technology implementation</li> <li>Digital education strategies</li> <li>Types of digital training programs</li> <li>Strategies to manage InfoComm Technology troubleshooting and back-up processes</li> <li>Strategies to manage cybersecurity risk strategies and policies</li> <li>Strategies to manage personal data and privacy policies</li> <li>Legal and regulatory frameworks related to digital technology tools, systems, and software</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Interpret instructions and actions based on digital terminologies</li> <li>Operate identified digital technology tools, systems, and software to perform own work processes and activities</li> <li>Present information using identified digital technology tools, systems, and software</li> <li>Exchange information with other stakeholders using identified technology-mediated communication channels</li> <li>Perform searches to source information using digital search and information collection tools</li> <li>Assess the credibility of information sourced using digital search and information collection tools</li> <li>Organize digital content to be stored and retrieved in line with organizational requirements</li> <li>Adhere to organization's personal data and privacy policies</li> <li>Follow organization's cyber security policies to identify potential risks</li> </ul>	<ul style="list-style-type: none"> <li>Analyze work processes and activities across own team to identify potential applications of digital technology tools, systems, or software which drive efficiency and solve problems</li> <li>Evaluate emerging digital technology tools, systems, or software to propose applications which drive efficiency and solve problems in own team</li> <li>Identify applications of different visualization techniques and tools to analyze and present information</li> <li>Deploy processes to manage technology implementation</li> <li>Review usage of digital technology tools, systems, and software to identify any breaches of organization's digital and IT policies</li> <li>Assess current applications of digital technology tools, systems, or software to propose improvement areas</li> </ul>	<ul style="list-style-type: none"> <li>Champion the benefits of digital applications and advancements to build an organization-wide community which focuses on digital approaches and adopts a digital mindset</li> <li>Synthesize emerging trends in the digital environment to anticipate changes required in organization's current digital technology tools, systems, and software</li> <li>Oversee the progress of digital intervention implementations across the organization</li> <li>Champion digital education strategies across the organization to address digital literacy skill gaps and drive continuous learning</li> <li>Influence stakeholders to communicate the narrative of digital transformation and manage any change barriers</li> <li>Direct the development and implementation of organizational digital and IT policies</li> <li>Guide the analysis of past breaches of organizational digital and IT policies to mitigate future impacts of cybersecurity issues, data breaches, or system failures</li> </ul>

# Global Perspective

Operate in cross-cultural environments, demonstrating an awareness of the wider global context, and markets to identify potential opportunities and risks

	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B003-1	ESC-SRE-I003-1	ESC-SRE-A003-1
<b>ESC Proficiency Description</b>	Demonstrate an understanding of global challenges and opportunities to work effectively in a cross-cultural environment	Develop global networks and determine impact of global context and trends on the organization's vision, objectives, and operating climate	Lead the resolution of the challenges of operating in a cross-cultural environment and build the organization's capabilities to compete in a global environment
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>Research techniques</li> <li>Types of information collection tools</li> <li>Knowledge sharing methods and tools</li> <li>Verbal and non-verbal communication techniques</li> <li>Types of communication channels and tools</li> <li>Modes of collaboration</li> <li>Diversity dimensions and preferences</li> <li>Self-awareness concepts</li> <li>Workplace and social etiquette</li> </ul>	<ul style="list-style-type: none"> <li>Research and information collection methodologies</li> <li>Organization structure</li> <li>Macro-economic, environmental, technology, political, and social trends</li> <li>Methods to analyze impacts of global trends</li> <li>Types of networks</li> <li>Stakeholder analysis techniques</li> <li>Communication styles</li> <li>Barriers to workplace diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Organization's vision, objectives, and operating climate</li> <li>Types of global business strategies</li> <li>Types of business performance metrics</li> <li>Emerging research on macro-economic, environmental, technology, political, and social trends</li> <li>Stakeholder management strategies</li> <li>Inclusion strategies and best practices</li> <li>Types of social, political, economic, and cultural factors which impact cross-cultural collaborations</li> <li>Conflict management strategies</li> <li>Best practices for businesses operating in global and cross-cultural environments</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Conduct research on identified global challenges or opportunities</li> <li>Exchange information using identified knowledge sharing methods and tools</li> <li>Seek opportunities to source for diverse perspectives beyond immediate environment</li> <li>Participate in interactions with diverse groups within the organization to source for relevant perspectives on global challenges and opportunities</li> <li>Conduct oneself in accordance with the organization's inclusion policies and practices</li> <li>Monitor own behavior to identify any non-inclusive practices</li> </ul>	<ul style="list-style-type: none"> <li>Develop research and information collection approaches and processes to analyze impact of global context and trends on team's work area</li> <li>Analyze outcome of research on global trends to determine impact on work area and identify potential opportunities and risks</li> <li>Review internal structures and external operating climate to identify opportunities to build global networks</li> <li>Prepare for interactions with global stakeholders by learning about workplace and social etiquette in different countries and cultures</li> <li>Analyze global and local perspectives when evaluating information and making decisions</li> <li>Identify barriers to workplace diversity and inclusion when operating in cross-cultural environments</li> <li>Recommend refinements to existing systems, processes, and policies to facilitate global and cross-cultural cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Establish objectives for global development and cross-cultural cooperation which align with organization's vision, objectives, and operating climate</li> <li>Champion the importance of understanding the global environment and encouraging cross-cultural collaborations</li> <li>Anticipate global developments in order to position the organization for potential opportunities or risk management</li> <li>Synthesize inputs and analyses from various sources to determine potential impact of global context and trends on business operating climate, vision, and performance</li> <li>Lead the identification of opportunities within and beyond the organization to broaden exposure to global environments and trends</li> <li>Lead the resolution of conflicts which may occur during global collaboration or in cross-cultural environments</li> <li>Endorse changes to existing systems, processes, and policies that facilitate global and cross-cultural collaboration</li> <li>Evaluate the impact of individual and organizational actions on local communities and the wider social, economic, political, or environment sphere</li> </ul>

# Learning Agility

Deploy different learning approaches that enable continuous learning across different contexts to drive self development and the achievement of long-term career goals

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B004-1	ESC-SRE-I004-1	ESC-SRE-A004-1
	Identify opportunities and targets for learning to facilitate continuous career development	Deploy various learning approaches in different settings to maximize opportunities for learning and self-reflection, and measure their impact on the achievement of career goals	Establish an organizational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities
Underpinning Knowledge	<ul style="list-style-type: none"> <li>• Goal-setting techniques</li> <li>• Career planning techniques</li> <li>• Methods to gather feedback about own performance from others</li> <li>• Questioning techniques</li> <li>• Types of feedback channels</li> <li>• Types of learning preferences</li> <li>• Types of learning modes</li> <li>• Techniques to structure learning approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Career management strategies</li> <li>• Coaching and mentoring techniques</li> <li>• Experimentation techniques</li> <li>• Self-directed learning techniques</li> <li>• Self-reflection techniques</li> <li>• Strategies to measure impact of learning outcomes</li> <li>• Types of learning and development pathways</li> <li>• Techniques to apply learning outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Best practices in learning and development</li> <li>• Career development strategies</li> <li>• Emerging learning trends, approaches, and theories</li> <li>• Methods to tailor learning approaches</li> <li>• Methods to overcome learning obstacles</li> <li>• Purposes of learning goals</li> <li>• Strategies to evaluate learning effectiveness</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>• Collect feedback from internal and external sources on own career and learning development</li> <li>• Identify areas of strengths and development needs by internalizing experiences, feedback, and knowledge acquired</li> <li>• Set learning goals in line with development needs, interest areas, and career plans</li> <li>• Record previous learning experiences in order to identify own learning preferences</li> <li>• Review different learning modes to identify suitable systematic learning approaches which meet own development needs</li> <li>• Use appropriate questioning techniques in different settings to acquire new skills and knowledge</li> <li>• Document own progress against learning goals</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate the importance of knowledge sharing and feedback to team members</li> <li>• Design personal learning and development pathways which maximize learning opportunities across multiple contexts, modes, and content areas</li> <li>• Evaluate learning goals to determine potential opportunities for collaborative learning or exchange of knowledge and skills with other stakeholders</li> <li>• Prioritize opportunities to apply new knowledge or skills across multiple different work areas or disciplines</li> <li>• Integrate mentoring or reverse mentoring approaches to enable continuous self-reflection and feedback sharing</li> <li>• Identify learning opportunities which can support the development of team members</li> <li>• Implement different learning approaches to test strengths and weaknesses of different approaches for own learning goals</li> <li>• Analyze effectiveness and impact of learning on work performance and development against defined criteria</li> <li>• Measure progress against learning goals to identify potential stretch targets or adjustments to be made to learning approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Champion the importance of self-reflection and development to foster a culture of continuous learning across the organization</li> <li>• Formulate long-term career development strategies to determine priority learning goals and opportunities</li> <li>• Define criteria to evaluate learning approaches for diverse development needs</li> <li>• Evaluate causes of learning obstacles to recommend alternative approaches</li> <li>• Lead the development and implementation of organizational learning initiatives</li> <li>• Leverage organization-wide networks to establish opportunities for cross-organizational learning exchanges and initiatives</li> <li>• Spearhead the integration of mentoring approaches across the organization</li> <li>• Devise criteria to measure learning effectiveness and impact on work performance and development</li> <li>• Assess emerging learning trends, approaches, and theories to recommend improvements to learning approaches and initiatives</li> </ul>

# Self Management

Take ownership of managing one's personal effectiveness, personal brand, and holistic physical, mental, emotional and social well-being

	BASIC	INTERMEDIATE	ADVANCED
	ESC-SRE-B005-1	ESC-SRE-I005-1	ESC-SRE-A005-1
<b>ESC Proficiency Description</b>	Exercise self-awareness by monitoring own behaviors and ways of working in personal and professional capacities, and implement techniques for improvement	Analyze own well-being and personal effectiveness to develop strategies to regulate self and build personal brand	Evaluate strategies to manage own well-being, personal effectiveness, and personal brand
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>• Characteristics of personal branding</li> <li>• Emotional regulation techniques</li> <li>• Emotional intelligence dimensions</li> <li>• Methods for gathering feedback</li> <li>• Self-awareness concepts</li> <li>• Self-care techniques</li> <li>• Stress management techniques</li> <li>• Time management and prioritization techniques</li> <li>• Types of feedback channels</li> <li>• Workplace and social etiquettes</li> </ul>	<ul style="list-style-type: none"> <li>• Self-reflection techniques</li> <li>• Coaching and mentoring techniques</li> <li>• Methods to develop personal branding</li> <li>• Productivity metrics</li> <li>• Productivity tools</li> <li>• Stress management concepts</li> <li>• Types of stress triggers</li> <li>• Types of networking strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging self management trends, approaches, and theories</li> <li>• Strategies to promote work-life balance</li> <li>• Strategies to evaluate well-being and work-life balance</li> <li>• Strategies to promote personal brand</li> <li>• Strategies to evaluate stress management techniques</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>• Identify goals and priorities across workload and plan work activities accordingly</li> <li>• Monitor progress against goals and priorities to identify time management issues</li> <li>• Escalate time management issues to stakeholders to mitigate its impact on intended goals and priorities</li> <li>• Implement stress management techniques to maintain own well-being</li> <li>• Monitor emotional well-being and regulate responses to situations</li> <li>• Implement self-care techniques to maintain physical and mental wellness</li> <li>• Maintain standards for personal and professional image in line with expectations of work environment</li> <li>• Follow workplace and social etiquette when interacting with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Review work goals and priorities to align with personal vision and purpose</li> <li>• Resolve barriers or issues encountered while managing goals and priorities</li> <li>• Integrate productivity enhancement tools to improve personal effectiveness</li> <li>• Analyze own personal effectiveness to review productivity and effectiveness of time management approaches</li> <li>• Analyze own well-being to reflect on potential issues or improvement areas</li> <li>• Apply appropriate stress management strategies to address triggers of stress</li> <li>• Evaluate strengths and weaknesses to define own personal brand</li> <li>• Identify stakeholders and networks to build own personal brand</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipate potential workload or stress triggers to implement mitigating actions</li> <li>• Reflect on personal and professional life to improve prioritization, time, and stress management</li> <li>• Integrate emerging trends, approaches, and theories in self management to improve own personal effectiveness and well-being</li> <li>• Design a strategy to build own personal brand across organization, industry, and networks</li> <li>• Evaluate own personal branding strategies to identify areas for improvement</li> </ul>



The information contained in this document serves as a guide.

# Creative Thinking

Adopt diverse perspectives in combining ideas or information, and making connections between different fields to create different ideas, improvements, and solutions

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B001-1	ESC-TCR-I001-1	ESC-TCR-A001-1
	Connect ideas or information to propose and test ideas, improvements, and solutions which challenge current assumptions or ways of working	Integrate multiple ideas and information from across various fields to develop solutions and new ways of working which address specific issues and deliver impact	Cultivate a culture of innovation and creativity across the organization to push boundaries and reshape goals and possibilities
Underpinning Knowledge	<ul style="list-style-type: none"> <li>• Process analysis techniques</li> <li>• Types of information collection tools</li> <li>• Ideation techniques</li> <li>• Experimentation techniques</li> <li>• Problem solving techniques</li> <li>• Brainstorming techniques</li> <li>• Lateral thinking techniques</li> <li>• Impact measurement techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Research and information collection approaches and processes</li> <li>• Strategies for managing creative processes</li> <li>• Techniques for developing imagination</li> <li>• Visualization techniques</li> <li>• Types of innovation drivers</li> <li>• Types of barriers to creativity</li> <li>• Convergent and divergent thinking techniques</li> <li>• Strategies to evaluate impact of new ideas, improvements, or solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies to create a safe space for creative exploration and experimentation</li> <li>• Storytelling techniques</li> <li>• Innovation management strategies</li> <li>• Strategies to evaluate lateral, convergent, and divergent thinking techniques</li> <li>• Emerging applications of innovation or creative solutions across industries</li> <li>• Strategies to drive the continuous improvement of the creative processes</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>• Employ process analysis techniques to review current work processes and identify potential improvement areas</li> <li>• Collect information related to potential new ideas, improvements, or solutions using a variety of identified tools</li> <li>• Apply lateral thinking techniques to improve current ways of performing work activities</li> <li>• Share inputs during brainstorming sessions to support the generation of ideas</li> <li>• Conduct experiments to test ideas, improvements, or new solutions in own work areas</li> <li>• Collect information to monitor implementation of ideas, improvements, or new solutions against impact criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the desired outcomes of creative thinking processes</li> <li>• Analyze improvement areas to prioritize work areas for action</li> <li>• Develop resource and information collection approaches and processes for identified improvement areas</li> <li>• Facilitate exercises with different stakeholders to enable the generation of ideas and imaginative solutions</li> <li>• Integrate convergent and divergent thinking techniques to develop new approaches, ideas, or solutions</li> <li>• Collaborate with internal and external stakeholders to consider how ideas, improvements, or new solutions from other areas can be applied to different contexts</li> <li>• Deploy visualization techniques to communicate proposed new ideas, improvements, or solutions</li> <li>• Design experiments to trial the implementation of ideas, improvements, or solutions</li> <li>• Design criteria to measure impact of new ideas, improvements, or solutions</li> <li>• Analyze outcomes of experiments using an iterative process to continuously improve the implementation of ideas, improvements, or new solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Champion organization's creativity and innovation goals</li> <li>• Foster an organizational culture that encourages creative imagination, experimentation, and innovation</li> <li>• Synthesize research and information from various sources within the organization to determine potential synergies or opportunities for organization-wide innovation initiatives</li> <li>• Evaluate the implementation of lateral, convergent, and divergent thinking techniques to design "out-of-the-box" ideas, improvements, or solutions which push the boundaries and solve problems</li> <li>• Engage with internal and external stakeholders to communicate compelling narratives and rationale for implementing new ideas, improvements, or solutions</li> <li>• Evaluate outcomes of design experiments to recommend new ideas, improvements, or solutions to be implemented across the organization</li> <li>• Evaluate emerging applications of innovations or solutions across industries to determine any relevant applications within own organization</li> <li>• Establish strategies to analyze the effectiveness of creative processes across the organization</li> </ul>

# Decision Making

Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals

	BASIC	INTERMEDIATE	ADVANCED
ESC Proficiency Description	ESC-TCR-B002-1	ESC-TCR-I002-1	ESC-TCR-A002-1
	Follow processes to make decisions which achieve intended goals using given information and guidelines	Implement structured decision-making processes and analyze multiple sources of information to propose solutions	Define decision-making criteria, processes, and strategies and evaluate their effectiveness
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Decision making processes</li> <li>Decision making tools and techniques</li> <li>Decision making styles</li> <li>Decision making pitfalls and errors</li> <li>Impact measurement techniques</li> <li>Ethical guidelines, standards, and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Decision evaluation and prioritization frameworks</li> <li>Stakeholder analysis techniques</li> <li>Group decision making methods</li> <li>Risk analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Decision-making criteria and strategies</li> <li>Decision automation tools</li> <li>Organization's vision, objectives, and operating climate</li> <li>Organization communication techniques</li> <li>Risk mitigation strategies</li> <li>Regulatory frameworks and policies</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Follow decision-making processes which align with organizational guidelines, standards, and procedures</li> <li>Gather relevant information to support ideation and decision-making processes</li> <li>Participate in brainstorming activities to develop solutions during decision-making processes</li> <li>Collate information on impact of decisions made and suggest improvements</li> </ul>	<ul style="list-style-type: none"> <li>Implement structured decision-making processes which align with timelines and refer to multiple sources of available information</li> <li>Analyze required information for decision-making and direct the collection of relevant information</li> <li>Facilitate decision-making processes within teams to design innovative solutions</li> <li>Assess impact and feasibility of solutions to provide recommendations</li> <li>Analyze risk factors for proposed solutions or outcomes of decision-making processes and devise mitigation strategies</li> <li>Develop implementation plans for solutions or outcomes of decision-making processes in adherence to organizational guidelines, standards, and procedures</li> <li>Review outcomes of the decisions made to determine whether goals have been met</li> <li>Calibrate the results and consequences of the decisions made to propose improvements to decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate contexts to determine critical decision-making points and requirements</li> <li>Define criteria to be analyzed through decision-making processes</li> <li>Formulate decision making strategies and processes based on sources of information</li> <li>Communicate the importance of robust, evidence-based decision-making processes</li> <li>Synthesize sources of information to prioritize solutions aligned with organizational priorities, operational, and strategic considerations</li> <li>Articulate decisions among internal and external platforms to guide key stakeholders and obtain buy-ins</li> <li>Leverage existing and emerging tools to automate decision-making processes</li> <li>Evaluate potential causes of barriers to making effective decisions</li> <li>Endorse improvements to decision-making strategies and processes</li> </ul>

# Problem Solving

Generate effective and efficient solutions to solve problems and capitalize on new opportunities

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B003-1	ESC-TCR-I003-1	ESC-TCR-A003-1
	Identify problems and implement guidelines and procedures to solve problems and test solutions	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organization
Underpinning Knowledge	<ul style="list-style-type: none"> <li>• Problem identification techniques</li> <li>• Questioning techniques</li> <li>• Types of corrective actions</li> <li>• Problem-solving processes, tools, and techniques</li> <li>• Experimentation techniques</li> <li>• Impact measurement techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Root cause analysis techniques</li> <li>• Decision evaluation and prioritization frameworks</li> <li>• Exercises for developing big picture thinking approaches</li> <li>• Strategies to manage experimentation processes</li> <li>• Stakeholder analysis techniques</li> <li>• Risk analysis techniques</li> <li>• Types of metrics to measure solution effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Organization's vision, objectives and operating climate</li> <li>• Emerging problem-solving processes, tools and strategies</li> <li>• Types of social, political, economic, and cultural factors which impact stakeholder relationships</li> <li>• Conflict management strategies</li> <li>• Risk management strategies</li> <li>• Strategies to evaluate solution effectiveness</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>• Implement problem identification techniques to recognize issues within work area</li> <li>• Identify decisions to be made to solve problems</li> <li>• Suggest potential corrective actions to solve problems</li> <li>• Conduct work area experiments to test potential solutions</li> <li>• Report any issues which occur during solution testing to other stakeholders</li> <li>• Collect information to monitor implementation of potential solutions against impact criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Diagnose underlying causes of issues by considering wider contexts</li> <li>• Encourage behaviors and practices for team members that promote effective problem solving approaches and continuous improvement</li> <li>• Facilitate exercises with different stakeholders to develop big picture thinking approaches to inform solution development</li> <li>• Collaborate with other stakeholders to seek opinions on potential solutions</li> <li>• Develop experiments to test potential solutions</li> <li>• Determine the constraints and risks associated with potential solutions</li> <li>• Analyze outcomes of experiments to recommend the most suitable solution to a problem</li> <li>• Engage different stakeholders to secure buy-in for proposed solution</li> <li>• Review the effectiveness of the problem-solving process and solution against defined goals</li> </ul>	<ul style="list-style-type: none"> <li>• Define objectives of organizational problem-solving processes in line with organization vision, objectives, and operating climate</li> <li>• Synthesize emerging trends to design organizational problem-solving processes, tools, and techniques</li> <li>• Champion a culture of continuous improvement across the organization</li> <li>• Evaluate multiple variables and contexts to anticipate potential problems which may occur</li> <li>• Determine appropriate stakeholders to be involved in problem-solving processes in the organization</li> <li>• Oversee collaboration between multiple stakeholders across the organization to design solutions</li> <li>• Direct the resolution of any conflicts during problem-solving processes</li> <li>• Evaluate the business implications of implementing the proposed solutions across the organization</li> <li>• Endorse solutions to be implemented across the organization</li> <li>• Establish strategies to evaluate the effectiveness of problem-solving processes across the organization</li> </ul>



# Sense Making

Leverage sources of qualitative and quantitative information and data to recognize patterns, spot opportunities, infer insights, and inform decisions

ESC Proficiency Description	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B004-1	ESC-TCR-I004-1	ESC-TCR-A004-1
	Organize and interpret information to identify relationships and linkages	Analyze information and data and uncover patterns, opportunities, and impacts	Evaluate relationships, patterns, and trends to inform actions and generate wider insights
Underpinning Knowledge	<ul style="list-style-type: none"> <li>Types of information collection tools</li> <li>Information organization techniques</li> <li>Information processing techniques</li> <li>Techniques for identifying missing or erroneous information</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis techniques</li> <li>Data analysis tools</li> <li>Strengths and weaknesses of different analysis techniques</li> <li>Pattern recognition techniques</li> <li>Logical thinking techniques</li> <li>Insight generation process and techniques</li> </ul>	<ul style="list-style-type: none"> <li>Extrapolation techniques</li> <li>Systems thinking theories</li> <li>Features and limitations of different information and data sources</li> <li>Organization vision, objectives, and operating climate</li> </ul>
Skills Application	<ul style="list-style-type: none"> <li>Filter information into classification structures</li> <li>Implement techniques to process different information sources</li> <li>Document missing or erroneous information within sources</li> <li>Review information sources to identify relationships and linkages</li> <li>Suggest inferences and impact based on the relationships and linkages between the information sources</li> </ul>	<ul style="list-style-type: none"> <li>Assess information and data sources to evaluate validity and reliability</li> <li>Detect gaps in information and data sources and develop logical assumptions to close the gaps</li> <li>Analyze relationships and linkages to identify patterns and trends</li> <li>Interpret analysis outcomes to determine potential impact and opportunities</li> <li>Review data analysis techniques to identify potential limitations which may impact conclusions</li> <li>Recommend improvements to data analysis techniques</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate information and data sources to determine potential limitations which may impact insights and conclusions</li> <li>Identify external factors that influence the immediate situation or hypothesis</li> <li>Extrapolate information to facilitate projections and future-oriented analyses</li> <li>Synthesize disparate information, analyses, or viewpoints to derive actionable insights and conclusions</li> <li>Formulate insights by applying various approaches to evaluate information</li> <li>Evaluate underlying factors affecting situations to consider potential impacts or mitigating actions</li> <li>Evaluate and implement improvements to data analysis processes</li> </ul>



# Transdisciplinary Thinking

Apply concepts from multiple disciplines, and synthesize different areas of knowledge and insights to guide decisions, foster cooperation, and drive continuous improvement

	BASIC	INTERMEDIATE	ADVANCED
	ESC-TCR-B005-1	ESC-TCR-I005-1	ESC-TCR-A005-1
<b>ESC Proficiency Description</b>	Explore concepts from outside one's field of expertise to supplement one's knowledge, proficiency, and work practices	Identify opportunities for transdisciplinary collaboration and knowledge transfer to facilitate the integration of knowledge from different disciplines	Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organization
<b>Underpinning Knowledge</b>	<ul style="list-style-type: none"> <li>Research techniques</li> <li>Types of information collection tools</li> <li>Verbal and non-verbal communication techniques</li> <li>Types of communication channels and tools</li> <li>Modes of collaboration</li> <li>Knowledge sharing methods and tools</li> <li>Decision-making processes</li> <li>Problem-solving techniques</li> <li>Self-assessment concepts</li> <li>Diversity dimensions and preferences</li> <li>Workplace and social etiquettes</li> </ul>	<ul style="list-style-type: none"> <li>Research and information collection methodologies</li> <li>Pattern recognition techniques</li> <li>Strategies for developing big picture thinking approaches</li> <li>Decision evaluation and prioritization frameworks</li> <li>Stakeholder analysis techniques</li> <li>Interpersonal communication techniques</li> </ul>	<ul style="list-style-type: none"> <li>Organization's vision, objectives, and operating climate</li> <li>Types of organization structures</li> <li>Emerging research and information collection methodologies</li> <li>Knowledge transfer systems and mechanisms</li> <li>Information filtering methods</li> <li>Context framing techniques</li> <li>Strategies to influence diverse stakeholders</li> <li>Stakeholder management strategies</li> <li>Types of social, political, economic, and cultural factors which impact collaboration across disciplines</li> <li>Conflict management strategies</li> </ul>
<b>Skills Application</b>	<ul style="list-style-type: none"> <li>Identify areas and methods to supplement knowledge outside one's field of expertise or work area</li> <li>Explore perspectives from diverse sources of information</li> <li>Exchange information using identified knowledge sharing methods and tools</li> <li>Perform work activities in collaboration with other co-workers from different disciplines to meet shared goals</li> <li>Review own work performance to identify potential areas where knowledge from other disciplines may deliver improvements, address gaps, and/or value add</li> <li>Seek guidance from and consult co-workers who have knowledge in a particular work area</li> </ul>	<ul style="list-style-type: none"> <li>Establish connections, patterns, and synergies between information gathered from diverse sources of information</li> <li>Integrate knowledge from different disciplines to develop effective solutions</li> <li>Explore opportunities to leverage new sources of information or collaborations in new ways</li> <li>Analyze other areas in the organization to identify potential collaboration opportunities</li> <li>Integrate inputs from stakeholders across other disciplines to recommend decisions and prioritization approaches</li> <li>Evaluate the effectiveness and impact of current transdisciplinary collaboration and knowledge transfer interventions</li> <li>Recommend changes to work processes that restrict knowledge transfer and transdisciplinary collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Establish systems and mechanisms to facilitate effective knowledge transfer across disciplines</li> <li>Establish opportunities within the organization for co-workers from different disciplines to collaborate</li> <li>Lead the development of strategic transdisciplinary partnerships across and beyond the organization</li> <li>Determine interdependencies between different disciplines when making decisions that impact the organization</li> <li>Synthesize information extracted from different disciplines to develop new insights</li> <li>Endorse solutions that impact different disciplines in the organization and address organization-wide problems</li> <li>Oversee the removal of any barriers to transdisciplinary collaboration across the organization</li> <li>Evaluate emerging research and information collection methodologies and recommend updates to organization's knowledge transfer and transdisciplinary collaboration approaches</li> </ul>

# Definition of Terms

WORD/PHRASE	DEFINITION	SOURCE
<b>Arbitration</b>	A procedure in which a dispute is submitted, to one or more arbitrators who make a binding decision on the dispute. In choosing arbitration, the parties opt for a private dispute resolution procedure instead of going to court	<i>World Intellectual Property Office</i>
<b>Attrition</b>	The departure of employees from the organization for any reason (voluntary or involuntary), including resignation, termination, death, or retirement.	<i>Gartner.com</i>
<b>Coaching</b>	Helping the individual find their answers and unlock their own potential. Coaching involves the belief that the individual has the answers to their own problems within them. The coach is not the subject expert, but rather is focused on the individual and what is inside their head	<i>skillsyouneed.com</i>
<b>Collective Bargaining</b>	The negotiation of wages and other conditions of employment by an organized body of employees	<i>Oxford Languages</i>
<b>Collective Bargaining Agreements</b>	The agreement reached after the conclusion of the Collective bargaining negotiation.	<i>Oxford Languages</i>
<b>Conciliation</b>	The act of mediating between two disputing people or groups	<i>Oxford Languages</i>
<b>Data Mining</b>	The practice of analyzing large databases in order to generate new information	<i>Oxford Languages</i>
<b>Data Modeling</b>	The process of creating a visual representation of either a whole information system or parts of it to communicate connections between data points and structures	<i>IBM</i>
<b>Diversity, Equity, Inclusion and Belonging (DEIB)</b>	<p>Diversity is a term that describes the representatives of a collective or group and exists in relationship to members of the group. Diversity is not an individual characteristic.</p> <p>Equity is concerned with the fairness of an organization's practice and policies. It is not an outcome but a process focused on continuous attunement to ensuring equal access to opportunities for growth, development, and promotion</p> <p>Inclusion refers to a person's experience and sense of belonging and value in the workplace. Like diversity, inclusion is an outcome that reflects whether the culture and climate of an organization is welcoming, trustworthy, and respectful</p>	<i>Harvard University Center on the Developing Child</i>
<b>Employee Council</b>	A method of governance by workers of themselves through elected delegates.	<i>Participedia</i>
<b>Employee Exit</b>	An employee departing from the organization	
<b>Employee Life-Cycle</b>	An HR model that identifies the different stages a worker advances through in an organization in, as well as the role HR plays in optimizing that progress	<i>Techtarget.com</i>

WORD/PHRASE	DEFINITION	SOURCE
<b>Employee or Talent Engagement</b>	The methodically organized, strategic process of getting the right talent onboard and helping them grow to their fullest potential.	<i>Toolbox.com</i>
<b>Employee Value Proposition</b>	The promise an organization makes as an employer to its employees in return for their commitment. The promise entails the sum of all the benefits and rewards employees receive from the organization they work for. It is the core of an organization's Employer brand and should characterize the substance of the organization and why it is unique.	<i>Academy to Innovate HR</i>
<b>Employer of Choice</b>	An employer that offers a fantastic work culture and workplace environment that attracts and retains superior employees	<i>thebalance careers.com</i>
<b>Ergonomic</b>	Relating to or designed for efficiency and comfort in the working environment	<i>Oxford Languages</i>
<b>Exit Interview</b>	An interview held with an employee about to leave an organization, typically in order to discuss the employee's reasons for leaving and their experience of working for the organization	<i>Oxford Languages</i>
<b>Focus Group Discussion</b>	A form of qualitative research where questions are asked about perceptions, attitudes, beliefs, opinions and ideas. It involves gathering a group of people from similar backgrounds or experiences together to discuss a specific topic of interest	<i>herd.org.np</i>
<b>Grievance</b>	An employee grievance is a concern, problem, or complaint that an employee has about their work, the workplace, or someone they work with, including management.	<i>brighthr.com</i>
<b>Hybrid Work</b>	A flexible working model where employees work partly in the physical workplace, and partly remotely —at home or from another workspace.	
<b>Industrial Peace</b>	A state in industrial relations in which both employers and employees abstain from industrial action, such as strikes and lockouts.	
<b>Involuntary Exit</b>	When the company initiates a termination, the separation of the employee is considered involuntary. Involuntary termination may occur for a variety of reasons, including with cause (i.e., employee malfeasance) or without cause (i.e., as part of a layoff).	<i>shrm.org</i>
<b>Labor Federation</b>	A large organization representing workers, consisting of many smaller labor unions.	<i>dictionary.cambridge.org</i>
<b>Mediation</b>	Intervention in a dispute in order to resolve it	<i>Oxford Languages</i>
<b>Mentoring</b>	The act or process of helping and giving advice to a younger or less experienced person, especially in a job.	<i>dictionary.cambridge.org</i>
<b>Net Promoter Score</b>	An index ranging from -100 to 100 that measures the willingness of employees or customers to recommend a company or a company's products or services to others	<i>medallia.com</i>
<b>Off-boarding</b>	Off-boarding is the process that leads to the formal separation between an employee and a company. It encompasses all the decisions and processes that take place when an employee leaves.	<i>bamboohr.com</i>

WORD/PHRASE	DEFINITION	SOURCE
<b>On-boarding</b>	On-boarding refers to the processes in which new hires are integrated into the organization. It includes activities that allow new employees to complete an initial new-hire orientation process, as well as learn about the organization and its structure, culture, vision, mission, and values.	<i>Harvard University Center on the Developing Child</i>
<b>Onsite Work</b>	Work where you need to be at the office to fulfill your daily duties.	<i>omnesgroup.com</i>
<b>People Agenda</b>	The people-related matters that the organization considers to be important and wants to achieve or solve, including the reasons they want to do some things.	<i>Cambridge Dictionary</i>
<b>People Centricity</b>	Thinking about and focusing on how people want to work and what inspires and motivates them to work.	<i>inpulse.com</i>
<b>Predictive Analytics</b>	The use of statistics and modeling techniques to determine future performance based on current and historical data	<i>investopedia.com</i>
<b>Re-employment</b>	Employing again a previously separated or retired employee. It usually involves a finite contractual arrangement.	
<b>Remote Work</b>	Also known as Work from Home (WFH) or Work off-base (WOB) or Telecommuting, is a type of flexible working arrangement that allows an employee to work from remote location(s) outside of corporate offices.	<i>Gartner.com</i>
<b>Talent</b>	Usually refers to define high-performing and high-potential employees. However, the exact meaning of talent in the business setting varies according to context and point of reference	<i>resources.workable.com</i>
<b>Talent Pipeline</b>	A group or “pool” of qualified job candidates your company may want to hire into existing or future positions.	<i>zoominfo.com</i>
<b>Talent Strategy</b>	The plan of action that structures how a company hires, retains, and develops their current and future employees	<i>harver.com</i>
<b>Total Rewards Philosophy</b>	A system that translates an organization’s mission, vision, goals, and strategy into a usable framework, guiding the design and decision making around how a company can attract, retain and reward its employees	<i>Wastebuilt.com</i>
<b>Trade Union</b>	An organized association of workers in a trade, group of trades, or profession, formed to protect further their rights and interests; also a labor union.	<i>Oxford Languages</i>
<b>Voluntary Exit</b>	An employee’s decision to leave a job on their own accord.	<i>investopedia.com</i>
<b>Workflow</b>	The sequence of industrial, administrative, or other processes through which a piece of work passes from initiation to completion.	<i>Oxford Languages</i>
<b>Workforce</b>	The people engaged in or available for work in a particular company or industry.	<i>Oxford Languages</i>

Proficiency Level Elements	KNOWLEDGE AND ABILITIES	AUTONOMY AND COMPLEXITY	RESPONSIBILITY
1	Required to support work as described under Responsibility, Autonomy and Complexity	Degree of decision-making and Degree of difficulty of situations and tasks	Degree of supervision and accountability
2	Knowledge and skills that are manual or concrete or practical and/or operational in focus	Applied in activities that are set in a limited range of highly familiar and predictable contexts; involve straightforward, routine issues which are addressed by following set rules, guidelines, or procedures	In conditions where there is very close support, guidance, or supervision, minimum judgment or discretion is needed
3	Knowledge and skills that are manual, practical and/or operational in focus with a variety of options	Applied in activities that are set in a range of familiar predictable context; involve routine issues which are identified and addressed by selecting from and following a number of set rules, guidelines or procedures	In conditions where there is substantial support, guidance, or supervision, limited judgment or discretion is needed
4	Knowledge and skill that are a balance theoretical and/or technical and practical. Work involves understanding the work process, contributing to problem solving, and making decisions to determine the process, equipment, and materials to be used	Applied in activities that are set in contexts with some unfamiliar or unpredictable aspects; involve routine and non-routine issues are identified and addressed by interpreting and/or applying established guidelines, or procedures with some variations	Application at this level may involve individual responsibility or autonomy, and/or may involve some responsibility for others. Participation in teams including team or group coordination may be involved
5	Knowledge and skill that are mainly theoretical and/or abstract with significant depth in one or more areas; contributing to technical solutions of a non-routine or contingency nature; evaluation and analysis of current practices and the development of new criteria and procedures	Applied in activities that are set in a range of contexts, most of which involve a number of unfamiliar and/or unpredictable aspects; involve largely non-routine issues which are addressed using guidelines or procedures which require interpretation and/or adaptation	Work involve some leadership and guidance when organizing activities of self and others
6	Knowledge and skill that are mainly theoretical and/or abstract with significant depth in some areas together with wide-ranging, specialized, technical, creative, and conceptual skills. Perform work activities demonstrating breadth, depth and complexity in the planning and initiation of alternative approaches to skill and knowledge applications across a broad range of technical and/or management requirements, evaluation, and coordination	Applied in activities that are supervisory, complex, and nonroutine which require an extensive interpretation and/or adaptation/innovation	In conditions where there is broad guidance and direction, where judgment is required in planning and selecting appropriate equipment, services, and techniques for self and other. Undertake work involving participation in the development of strategic initiatives, as well as personal responsibility and autonomy in performing complex technical operations or organizing others
7	Demonstrated advanced knowledge and skills in a specialized or multidisciplinary field of study for professional practice, self-directed research, and/or lifelong learning	Applied in professional/creative work or research that requires self-direction and/or leadership in a specialized or multi-disciplinary professional work/research	High substantial degree of independence that involves exercise of leadership and initiative individual work or in teams of multi-disciplinary field



## **X Fishstone Solutions** Partner and Senior Consultant

Working with this project and with my fellow Contextualizers is an enriching experience. We spent months going through dozens of documents and researches, endless discussions, and revisions to come up with a contextualized Philippine Skills Framework – Human Capital Development.

I appreciate the significant input of all the Validators during the validation period and the endless support of our Singaporean counterparts and our Project Manager and Scribes in bringing the framework to life.



**Betty Ann C. Tan**

## **X Wunderman Thompson Philippines** Human Resource Manager

Working as a validator for the PSF-HCD project was a tough but fulfilling experience. Collectively, our experiences as People Managers and HR experts were woven together by some notable people in the industry in order to form a uniquely Filipino point of view (POV) on what our practice is and should be. What was particularly interesting was how diverse and complimentary our skillsets were — there was no singular POV that was focused on — which allowed for what I believe is a truly rich conversation. I enjoin anyone to view this project with as much excitement as we did, knowing that the experts that worked on this are and continue to be at the forefront of People Management.



**Franz Magallanes**

## **X Pilipinas Shell Petroleum Company** Retired Chief Finance Officer, Chief Risk Officer, Vice President and Treasurer

It was a very enriching experience to participate as Validator for the Philippine Skills Framework - Human Capital Development initiative. My warmest congratulations to the DTI-PTTC, its partners and the very competent project team for the highly robust process established for the conceptualization and validation of HR skills and competencies in the Philippine context. I am very grateful for the opportunity to contribute. This is a landmark project that will enable Philippine businesses — regardless of size or industry — to jumpstart or accelerate the transformation of their HR functions into world class organizations.



**Jose Jerome Pascual**



### ✕ Human Resources Consultant

It was a pleasure and an honor to work with a group of professionals who were so focused on the task at hand - the contextualizers and validators alike. The discussions were focused and serious yet they were fun and congenial. The support of our consultants from Singapore was of great value to the whole process. Kudos Everyone! Scribes in bringing the framework to life.



**Chi Chi Marbella**

### ✕ Human Resources and Organization Development Consultant

I feel grateful and honored to have been part of the Philippine Skills Framework - Human Capital Project as a validator. It was a pleasure to discuss ideas, share thoughts and insights, and learn from very passionate people in the field of human capital development. It was a great honor to be in the company of practitioners, professionals, professors and experts in crafting the Philippine Skills Framework which I hope will help people and greatly impact the future of human capital development in the Philippines.



**Oliver Pangan**

# Overview of Functional Skills and Competencies (FSC)

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Analytical Thinking	Systems Thinking	Identify, analyze and evaluate the elements and its relationships among systems' parts, with the use of simulation tools and systems thinking techniques and frameworks to understand situations and drive change for improvements			PHC-ATH-3001-1.1	PHC-ATH-4001-1.1	PHC-ATH-5001-1.1	
Business Continuity Management	Crisis Situations Management	Identify crisis response and recovery activities as well as implement the recovery and business continuity strategies to minimize the impact of disruptive events to the organization			PHC-BCM-3001-1.1	PHC-BCM-4001-1.1	PHC-BCM-5001-1.1	PHC-BCM-6001-1.1
Communication MaCommunication	Negotiation	Develop negotiation strategies and ideas to facilitate agreement or secure optimal resolution of people issues among two or more stakeholders			PHC-COM-3001-1.1	PHC-COM-4001-1.1	PHC-COM-5001-1.1	
Employee Attraction	Digital Marketing and Communication	Develop digital outreach plans and marketing collaterals to communicate and enhance the organization's employer brand			PHC-EAT-3001-1.1	PHC-EAT-4001-1.1	PHC-EAT-5001-1.1	
	Employer Branding	Develop employer brand proposition and strategies in alignment with the organization's long-term strategic objectives and desired culture				PHC-EAT-4002-1.1	PHC-EAT-5002-1.1	PHC-EAT-6002-1.1
	Industry Networking	Establish broad external networks to enhance the organisation's value proposition and access to a community of professionals and potential candidates			PHC-EAT-3003-1.1	PHC-EAT-4003-1.1	PHC-EAT-5003-1.1	PHC-EAT-6003-1.1
	Job Analysis and Evaluation	Define and evaluate job requirements and expectations against specific metrics, structures or systems		PHC-EAT-2004-1.1	PHC-EAT-3004-1.1	PHC-EAT-4004-1.1		
	Onboarding	Facilitate onboarding programmes to enable the integration and engagement of new hires into the organization		PHC-EAT-2005-1.1	PHC-EAT-3005-1.1	PHC-EAT-4005-1.1	PHC-EAT-5005-1.1	
	Recruitment Channel Management	Evaluate recruitment methods to establish the most effective channels in sourcing, selecting and securing candidates			PHC-EAT-3006-1.1	PHC-EAT-4006-1.1	PHC-EAT-5006-1.1	
	Selection Management	Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organization		PHC-EAT-2007-1.1	PHC-EAT-3007-1.1	PHC-EAT-4007-1.1	PHC-EAT-5007-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Employee Separation Communication MaCommunication Employee Separation	Involuntary Exit Management	Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits		PHC-ESE-2001-1.1	PHC-ESE-3001-1.1	PHC-ESE-4001-1.1	PHC-ESE-5001-1.1	
	Retirement and Re-employment Management	Manage departures, retention and re-employment of employees at retirement age			PHC-ESE-3002-1.1	PHC-ESE-4002-1.1	PHC-ESE-5002-1.1	
	Voluntary Exit Management	Manage departures, retention and re-employment of employees at retirement age		PHC-ESE-2003-1.1	PHC-ESE-3003-1.1	PHC-ESE-4003-1.1	PHC-ESE-5003-1.1	
General HR Management	Data Collection and Preparation	Collect HR data from employees for the purpose of generating business and HR insights		PHC-GHR-2001-1.1	PHC-GHR-3001-1.1	PHC-GHR-4001-1.1		
	Data Governance	Establish standards and practices on data governing and review level of compliance with them				PHC-GHR-4002-1.1	PHC-GHR-5002-1.1	
	Data Management	Prepare, structure and manage HR data and information to assist in the analyses of business and HR issues		PHC-GHR-2003-1.1	PHC-GHR-3003-1.1	PHC-GHR-4003-1.1		
	Human Resource Advisory	Deliver HR advisory and consultancy services to internal and external clients to meet their requirements				PHC-GHR-4004-1.1	PHC-GHR-5004-1.1	PHC-GHR-6004-1.1
	Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business		PHC-GHR-2005-1.1	PHC-GHR-3005-1.1	PHC-GHR-4005-1.1	PHC-GHR-5005-1.1	
	Human Resource Digitalization	Innovate HR processes and practices through digitalization by evaluating its impact on the delivery of HR services				PHC-GHR-4006-1.1	PHC-GHR-5006-1.1	PHC-GHR-6006-1.1
	Human Resource Service Quality Management	Develop and implement HR service management frameworks, incorporating service quality standards, agreements and metrics				PHC-GHR-4007-1.1	PHC-GHR-5007-1.1	PHC-GHR-6007-1.1
	Human Resource Systems Management	Establish and manage effective and efficient HR management systems		PHC-GHR-2008-1.1	PHC-GHR-3008-1.1	PHC-GHR-4008-1.1	PHC-GHR-5008-1.1	
	Project Management	Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution			PHC-GHR-3009-1.1	PHC-GHR-4009-1.1	PHC-GHR-5009-1.1	PHC-GHR-6009-1.1
	Skills Framework Adoption	Drive the adoption, integration and implementation of Skills Frameworks and their components in business and HR activities throughout the organisation		PHC-GHR-2010-1.1	PHC-GHR-3010-1.1	PHC-GHR-4010-1.1	PHC-GHR-5010-1.1	PHC-GHR-6010-1.1

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
General HR Management	Stakeholder Engagement and Management	Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or HR's objectives		PHC-GHR-2011-1.1	PHC-GHR-3011-1.1	PHC-GHR-4011-1.1	PHC-GHR-5011-1.1	PHC-GHR-6011-1.1
	Technology Integration	Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery			PHC-GHR-3012-1.1	PHC-GHR-4012-1.1	PHC-GHR-5012-1.1	PHC-GHR-6012-1.1
HR Planning	Business Acumen	Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle			PHC-HRP-3001-1.1	PHC-HRP-4001-1.1	PHC-HRP-5001-1.1	PHC-HRP-6001-1.1
	Financial Acumen	Exercise financial insight to establish budgets for HR activities and monitor HR operations and outcomes against financial plans			PHC-HRP-3002-1.1	PHC-HRP-4002-1.1	PHC-HRP-5002-1.1	
	Human Resource Policies and Legislation Framework Management	Develop and review HR policies and procedures against organisational needs, and in compliance to legislative, ethical and regulatory standards			PHC-HRP-3003-1.1	PHC-HRP-4003-1.1	PHC-HRP-5003-1.1	PHC-HRP-6003-1.1
	Human Resource Practices Implementation	Implement of HR practices by integrating local and international requirements, guidelines and best practices		PHC-HRP-2004-1.1	PHC-HRP-3004-1.1	PHC-HRP-4004-1.1	PHC-HRP-5004-1.1	
	Human Resource Strategy Formulation	Establish HR strategies and priorities that are aligned with current and future business needs				PHC-HRP-4005-1.1	PHC-HRP-5005-1.1	PHC-HRP-6005-1.1
	Operational Excellence	Analyse the effectiveness of HR operations, programmes and initiatives, and recommend improvement actions			PHC-HRP-3006-1.1	PHC-HRP-4006-1.1	PHC-HRP-5006-1.1	
	Organizational Change Management	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives			PHC-HRP-3007-1.1	PHC-HRP-4007-1.1	PHC-HRP-5007-1.1	PHC-HRP-6007-1.1
	Organizational Culture Development	Facilitate the development of the desired organizational culture in alignment with the organization's brand and business imperatives				PHC-HRP-4008-1.1	PHC-HRP-5008-1.1	PHC-HRP-6008-1.1

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
HR Planning	Organizational Design	Develop and facilitate the implementation of organizational design to ensure its effectiveness and alignment with stakeholders' priorities				PHC-HRP-4009-1.1	PHC-HRP-5009-1.1	PHC-HRP-6009-1.1
	Organizational Diagnosis	Analyse organisational state and climate to diagnose issues and identify ways to optimise organization effectiveness				PHC-HRP-4010-1.1	PHC-HRP-5010-1.1	PHC-HRP-6010-1.1
	Organizational Strategy Development	Influence the organization's business strategies from the perspective of HR and workforce capability				PHC-HRP-4011-1.1	PHC-HRP-5011-1.1	PHC-HRP-6011-1.1
	Risk Management	Develop and implement risk management plans to support the continuity of business operations and services				PHC-HRP-4012-1.1	PHC-HRP-5012-1.1	PHC-HRP-6012-1.1
	Strategic Workforce Planning	Develop workforce strategies and plans to determine the manpower and capabilities needed for the future				PHC-HRP-4013-1.1	PHC-HRP-5013-1.1	PHC-HRP-6013-1.1
	Workplace Optimization	Plan and manage the work spaces to encourage collaboration and build organization culture			PHC-HRP-3014-1.1	PHC-HRP-4014-1.1	PHC-HRP-5014-1.1	
Innovation	Knowledge Management	Develop and deploy a process of organizing, creating, using, and sharing collective knowledge within the organization.	PHC-INN-1001-1.1	PHC-INN-2001-1.1	PHC-INN-3001-1.1	PHC-INN-4001-1.1	PHC-INN-5001-1.1	PHC-INN-6001-1.1
	System and Work Process Improvement	Develop and implement process improvement plans, communicate goals and changes to employees, and evaluate the impact of process improvements		PHC-INN-2002-1.1	PHC-INN-3002-1.1	PHC-INN-4002-1.1	PHC-INN-5002-1.1	PHC-INN-6002-1.1
Learning Delivery	Coaching and Mentoring	Develop and implement coaching and mentoring approaches to address learner developmental needs			PHC-LDE-3001-1.1	PHC-LDE-4001-1.1		
	Group Dynamics Facilitation	Assess group profile and dynamics to inform learning facilitation and group interaction approaches				PHC-LDE-4002-1.1	PHC-LDE-5002-1.1	
Workforce Development	Career Coaching	Provide career coaching programmes to develop talent			PHC-WDE-3001-1.1	PHC-WDE-4001-1.1	PHC-WDE-5001-1.1	
	Career Framework Design	Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organization			PHC-WDE-3002-1.1	PHC-WDE-4002-1.1	PHC-WDE-5002-1.1	

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Workforce Development	Competency Framework Development	Design and develop competency frameworks within organisation, ensuring that HR programmes are aligned to support their application across organization levels and functions			PHC-WDE-3003-1.1	PHC-WDE-4003-1.1	PHC-WDE-5003-1.1	
	Contingent Workforce Management	Develop and implement organizational strategies and plans to manage contingent workforce effectively				PHC-WDE-4004-1.1	PHC-WDE-5004-1.1	PHC-WDE-6004-1.1
	Employee Mobility Management	Establish policies to facilitate employee movements according to legal, organizational and professional requirements and guidelines		PHC-WDE-2005-1.1	PHC-WDE-3005-1.1	PHC-WDE-4005-1.1	PHC-WDE-5005-1.1	
	Leadership Development	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organization				PHC-WDE-4006-1.1	PHC-WDE-5006-1.1	PHC-WDE-6006-1.1
	Learning and Development Programme Management	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building		PHC-WDE-2007-1.1	PHC-WDE-3007-1.1	PHC-WDE-4007-1.1	PHC-WDE-5007-1.1	
	Learning and Development Strategy	Drive a learning and development culture with strategies to build the organization's workforce capability				PHC-WDE-4008-1.1	PHC-WDE-5008-1.1	PHC-WDE-6008-1.1
	Learning Needs Analysis	Analyse capability and performance gaps within an organization to identify learning needs			PHC-WDE-3009-1.1	PHC-WDE-4009-1.1		
	Performance Management	Establish organization-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment		PHC-WDE-2010-1.1	PHC-WDE-3010-1.1	PHC-WDE-4010-1.1	PHC-WDE-5010-1.1	
	Succession Management	Develop succession strategies for critical roles in alignment with organization's strategic direction and priorities			PHC-WDE-3011-1.1	PHC-WDE-4011-1.1	PHC-WDE-5011-1.1	
	Talent Capability Assessment	Develop talent assessment processes with assessment tools to evaluate employees' capabilities			PHC-WDE-3012-1.1	PHC-WDE-4012-1.1	PHC-WDE-5012-1.1	
	Talent Management	Drive talent management strategies and programs to identify, develop, review and retain talent to meet the current and future organizational needs				PHC-WDE-4013-1.1	PHC-WDE-5013-1.1	PHC-WDE-6013-1.1

FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Workforce Engagement	Benefits Management	Manage the implementation, review and administration of benefits to employees		PHC-WEN-2001-1.1	PHC-WEN-3001-1.1	PHC-WEN-4001-1.1	PHC-WEN-5001-1.1	
	Compensation Management	Manage the implementation, review and administration of benefits to employees		PHC-WEN-2002-1.1	PHC-WEN-3002-1.1	PHC-WEN-4002-1.1	PHC-WEN-5002-1.1	
	Conduct and Behavior Management	Manage the conduct and behavior of the employees according to the organization's code of conduct, values, ethics and disciplinary procedures			PHC-WEN-3003-1.1	PHC-WEN-4003-1.1	PHC-WEN-5003-1.1	
	Conflict Management	Build consensus, maintain the best interests of the organization and apply conflict management techniques to diffuse tensions and achieve resolutions effectively		PHC-WEN-2004-1.1	PHC-WEN-3004-1.1	PHC-WEN-4004-1.1	PHC-WEN-5004-1.1	PHC-WEN-6004-1.1
	Diversity, Equity, Inclusion and Belonging (DEIB) Management	Develop strategies and programs to create a workplace characterized by DEIB. This would include Diversity in employing people with different identities; Equity in ensuring fair treatment, access, and advancement for all people; Inclusion in creating a culture where everyone can actively participate; and Belonging to safeguard each individual's sense of acceptance.			PHC-WEN-3005-1.1	PHC-WEN-4005-1.1	PHC-WEN-5005-1.1	
	Employee Communication Management	Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees		PHC-WEN-2006-1.1	PHC-WEN-3006-1.1	PHC-WEN-4006-1.1		
	Employee Engagement Management	Drive employee engagement programmes to facilitate commitment from employees to organizational values, vision and objectives		PHC-WEN-2007-1.1	PHC-WEN-3007-1.1	PHC-WEN-4007-1.1	PHC-WEN-5007-1.1	PHC-WEN-6007-1.1
	Employee Relationship Management	Strengthen employee relationships and facilitate resolutions to conflicts and disputes			PHC-WEN-3008-1.1	PHC-WEN-4008-1.1	PHC-WEN-5008-1.1	
	Executive Remuneration Management	Manage the design and implementation of executive remuneration for executives of the organization				PHC-WEN-4009-1.1	PHC-WEN-5009-1.1	PHC-WEN-6009-1.1
	Health and Wellness Program Management	Develop and implement employee health and wellness programmes to promote a healthy and productive workforce			PHC-WEN-3010-1.1	PHC-WEN-4010-1.1	PHC-WEN-5010-1.1	



FSC CATEGORY	FSC TITLE	FSC DESCRIPTION	PROFICIENCY LEVELS					
			LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
<b>Workforce Engagement</b>	Labor Relations Management	Manage labor relations to support, enhance and strengthen the relationships amongst trade unions, work councils and employee forums			PHC-WEN-3011-1.1	PHC-WEN-4011-1.1	PHC-WEN-5011-1.1	
	Organizational Event Management	Plan and manage the execution of organization-wide and external events, including pre- and post-event activities		PHC-WEN-2012-1.1	PHC-WEN-3012-1.1	PHC-WEN-4012-1.1		
	Total Rewards Philosophy Development	Establish organization-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivise the desired behaviors				PHC-WEN-4013-1.1	PHC-WEN-5013-1.1	PHC-WEN-6013-1.1



# Technical Guide on Using the Philippine Skills Framework

The Philippine Skills Framework (PSF) is a comprehensive and adaptive system that provides very robust-industry validated guides for human resource practitioners and educators to develop in-house or public competency development programs.

This technical guide provides a brief on how to use the PSF-HCD to establish performance requirements by human resource practitioners. It also gives educators a handle on how to use the PSF to develop curriculum outlines for subsequent development of training programs. More information will be provided through industry engagement sessions.

## X Part 1 Establish Performance Requirements for Job Roles

How can a human resource practitioner utilize the Philippine Skills Framework for hiring, training, and developing performance requirements and identifying skills gaps?

In an ever-changing and fast-paced economy, establishing performance requirements, abilities, and skills for job roles is essential. Utilizing the PSF will help an organization have a systematic process that can be used to identify candidates or applicants and match their abilities to job requirements to demonstrate their fit for the job. Moreover, by using the PSF, one can build a robust talent selection foundation wherein your organization can reap benefits that will drive organizational success. On the other hand, organizing proper training and development sessions for employees must also be done for them to acquire new skills, sharpen existing ones, and become better leaders to ensure relevance of skills currently needed by the industry and for the future economy.

### Determining Performance Requirement and Skills for Job Roles



#### Identify

Critical work functions and key tasks of job role of a given organization context

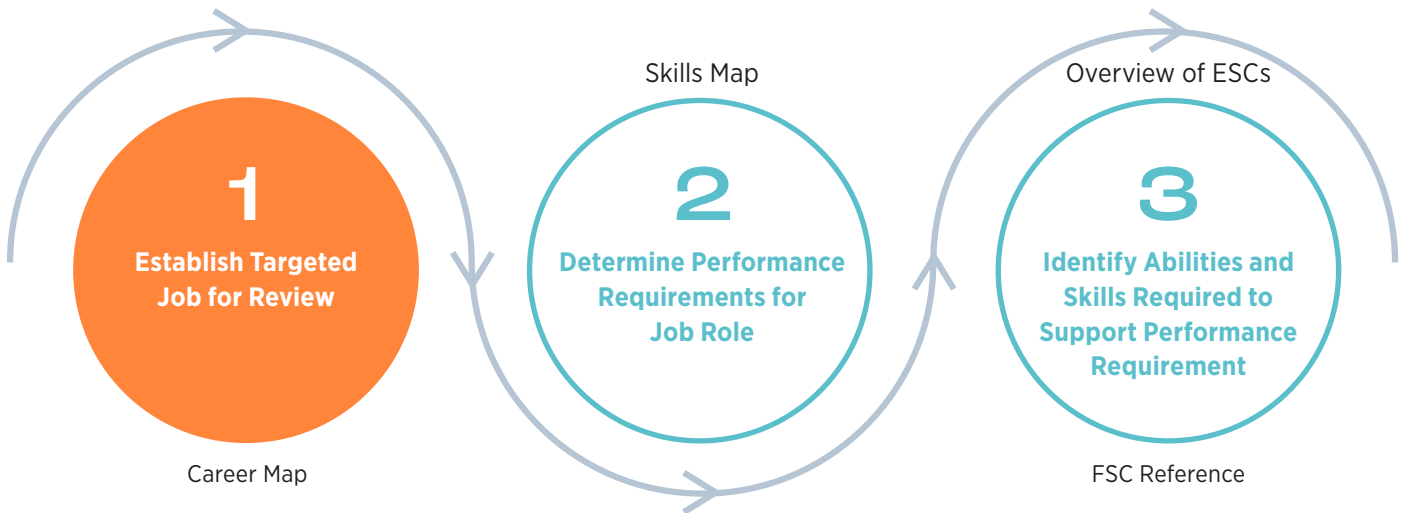


#### Identify

Functional and enabling skills and competencies required to address given critical work functions and related key tasks

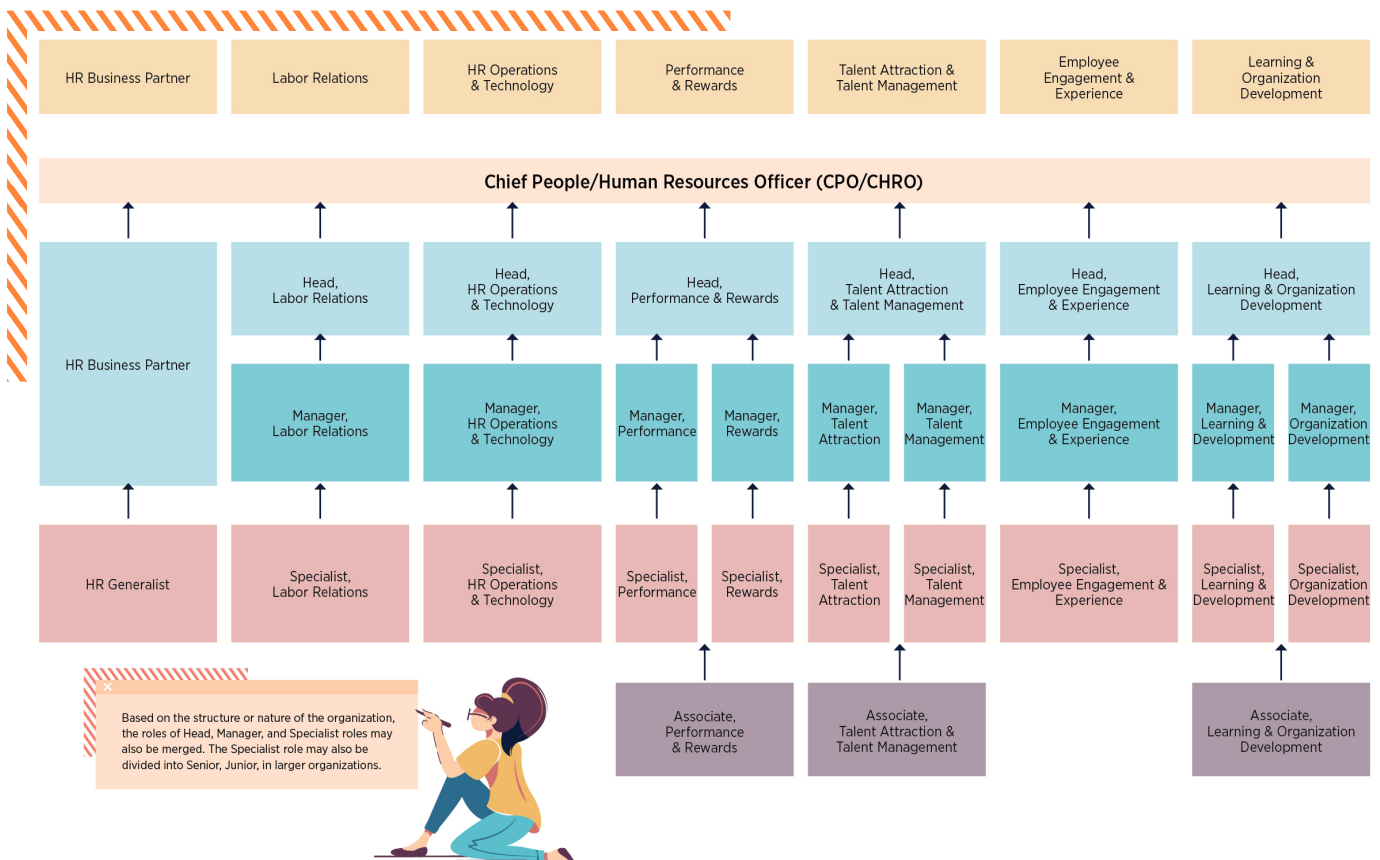
It is important to be able to identify critical work functions and key tasks of a given job role of specific organizational context. After, it is then essential to identify the Functional Skills and Competencies (FSC) and Enabling Skills and Competencies (ESC) required to address given critical work functions and related key tasks.

## Step 1: Gather Critical Job Information for Defining Job Roles



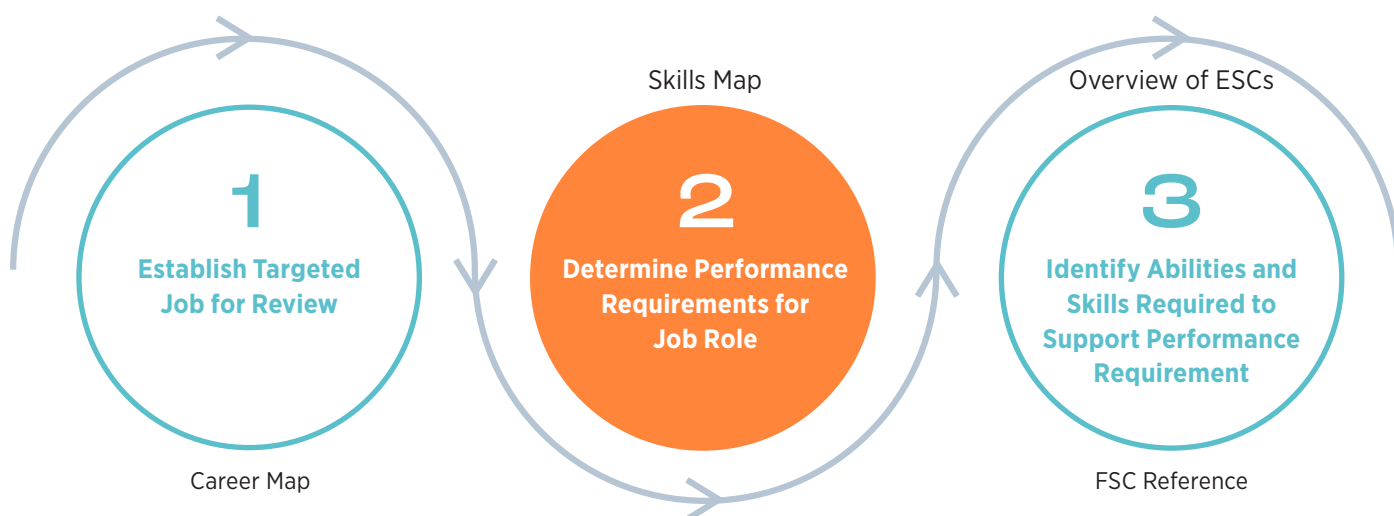
To be able to gather critical job information for defining job roles, you first need to review how to establish targeted jobs by means of identifying what job roles are needed in a certain organization. Knowing the actual employments needs ensures a positive outcome that can help an employer find a suitable candidate, and reach short-term and long-term company goals.

This analysis process can be supported with the use of the Career Map, which forms the first important document of the PSF.



The Career Map provides various information: industry sector, sub-sectors or tracks, job grades; and the job roles themselves. In this case, the industry is the People (Human Capital). The seven sub-sectors that are depicted as seven verticals are HR Business Partner; Labor Relations; HR Operations & Technology; Performance & Rewards; Talent Attraction & Talent Management; Employee Engagement & Experience; and Learning & Organization Development. The horizontal bands represent the job grades or occupations. From top to bottom, they represent 1) Management; 2) Head; 3) Manager; 4) Specialist; 5) Associate job or occupational grades. Within the Career Map are the different job roles and their equivalents within the various tracks. The arrows show how someone can move between the job roles (horizontal mobility) and vertical arrows show vertical progression.

## Step 2: Gather Critical Job Information for Determining the Job Performance Requirement



As an employer, you need to profoundly evaluate the skills and performance abilities of the person you are planning to hire. His/Her skills and experiences must be aligned to the job role needed. Determining the performance requirements for a job role are helpful because they provide a clear understanding of what the duties and responsibilities for a particular position are. This is helpful not just for applicants interested in the role, but also for management to better determine the actions needed to achieve organizational goals.

### Determining Performance Requirements

The Skills Map, which corresponds to each 'box' of the Career Map, provides the tool and guide to determine performance requirements. It consists of the job role, the job description, critical work functions, and key tasks required of that specific job role. The key tasks are specific actions that make up the critical work functions. Each key task will need specific Functional Skills and Competencies (FSCs) to perform the task well, as well as Enabling Skills and Competencies (ESCs) to address the more interpersonal and personal management situations. The skills and competencies have different proficiency levels, which also correspond to job levels.

e.g. Associate, Learning &amp; Organization Development

## Associate, Learning & Organization Development

### ✕ Occupation: Associate

The Associate, Learning & Organization Development assists in procuring training programs and documenting learning needs in the organization, maintaining organizations' learning systems, and providing administrative support in conducting learning programs and administering related employee surveys. They manage resources and logistics for delivering learning programs and organizational development (OD) interventions. They collate data from employee surveys to assist in the formulation of OD interventions. They collect data from learning evaluation surveys to measure learning programs' effectiveness. They also respond to employee queries that are related to OD activities, and learning programs.

The Associate, Learning & Organization Development enjoys working in a team environment and interacts proactively with various stakeholders. They are eager to explore and analyze problems and can communicate information clearly and concisely to meet others' needs at the workplace.

Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Study People learning needs	Collate data from line managers about current competencies of their employees.	In accordance with: • Occupational Safety and Health Regulations 1996 (the OSH regulations) • PD966-International Convention on the elimination of all forms of racial discrimination • RA6725-Prohibition against discrimination against female employees • RA7277 & RA9442- Magna Carta for Disabled Persons • RA7877-Anti-sexual harassment act of 1995 • RA8371- Indigenous Peoples Rights Act 1997 • RA9710- Magna Carta for Women • RA10173 Data Protection Act (DPA) of 2012 • RA10911-Eliminating age discrimination in employment • RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS • RA10968PQF Law and its IRRs
		Utilize profiling tools to identify workforce learning needs.	
		Document learning needs to support the identification of learning programs.	
		Compute learning expenses against allocated budgets.	
	Coordinate learning programs	Document learning programs to maintain a database.	
		Maintain LMS (Learning Management System) to monitor participation.	
		Liaise with nominated internal trainers on learning requirements and ensure logistical requirements are fulfilled, including but not limited to training materials, training venue, training equipment, meals, attendance sheet, evaluation forms, hand-outs, etc.	
		Source for external learning vendors for learning programs.	
	Support learning programs delivery	Maintain learning programs schedules.	
		Assist in the implementation of onboarding and offboarding.	
		Register employees for learning courses.	
		Coordinate resources and logistics for learning courses.	
		Maintain learning resources inventory.	
		Send learning course instructions and reminders to employees.	
		Track employee participation rates in learning programs.	
		Generate learning and post-learning reports through evaluation survey findings.	
	Support OD activities	Coordinate policy roll-outs sessions and monitor attendance compliance.	
		Schedule Focus Group Discussions (FGDs) and document minutes of sessions.	
		Monitor response rate of all OD related surveys.	
		Maintains master copy of Organizational Structures, Job Descriptions and People Policies.	
		Respond to employee queries relating to OD activities.	
		Provide administrative and coordination support for OD activities.	

Review the description of the Critical Work Functions and Key Tasks / Required Knowledge to describe desired job performance

Using the skills map as a guide and by looking at the job role, one will be able to identify the position needed; aligning with the job role description provided, these can become useful communication tools to tell employees exactly what tasks you expect them to perform. Hiring managers, can use the job description and contextualize it for their own organization's job requirements. The critical work functions and appropriate key tasks can be adapted for use in job advertisements as well.

Select relevant **Critical Work Functions and Key Tasks / Required Knowledge** from the Skills Map for inclusion in the job requirement determination template below.

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		Utilize profiling tools to identify workforce learning needs.	
		Document learning needs to support the identification of learning programs.	
	Coordinate learning programs	Compute learning expenses against allocated budgets.	
		Document learning programs to maintain a database.	
		Maintain LMS (Learning Management System) to monitor participation.	
	Support learning programs delivery	Liaise with nominated internal trainers on learning requirements and ensure logistical requirements are fulfilled, including but not limited to training materials, training venue, training equipment, meals, attendance sheet, evaluation forms, hand-outs, etc.	
		Source for external learning vendors for learning programs.	
		Maintain learning programs schedules.	
		Assist in the implementation of onboarding and offboarding.	
		Register employees for learning courses.	
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		Respond to employee queries relating to OD activities.	
		Provide administrative and coordination support for OD activities.	

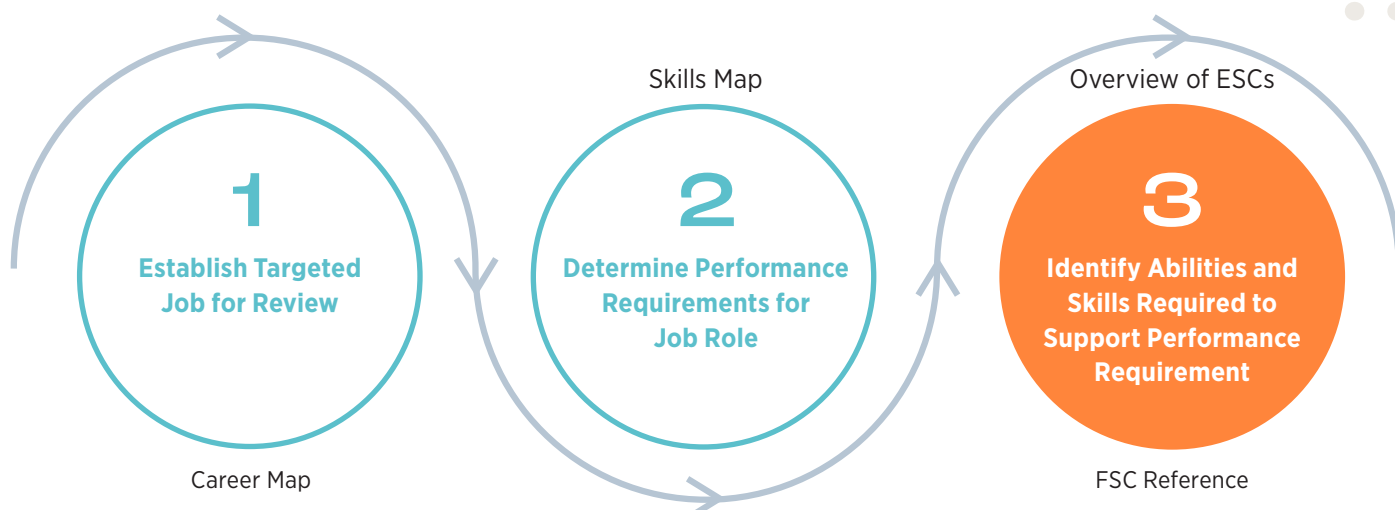
## ✕ Job Requirement for Associate, Learning & Organization Development

Critical Work Functions (CWF)	Key Task	Performance Requirement/ Expectation	Abilities and Skills Required
e.g. Study People learning needs	Collate data from line managers about current competencies of their employees.	Must reference from the SOPs	

Based on the relevant Critical Work Functions and Key Tasks, one can indicate the specific organizational performance requirements or expectations. Appropriate or relevant functional and enabling skills and competencies can then be selected from the list of FSCs and ESCs.



### Step 3: Gather Critical Job Information for Specifying the Skills and Competency Requirement



One needs to review the skills and competencies (FSCs and ESCs) to identify what is required to support the job performance where the level of technical skills and competencies are also specified. Functional Skills and Competencies (FSCs) are more technical in nature while Enabling Skills and Competencies (ESCs) are usually the core, critical, essential, or soft skills, or what we call as Skills to Build Skills.

#### Identifying Skills and Competencies to Support Performance Requirement

Select relevant FSCs and ESCs from the Skills Map to support specific Key Task in the job requirement determination template below.

Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
Primary:		Primary:	
Data Collection and Preparation	Level 2	Communication	Basic
Data Management	Level 2	Customer Orientation	Basic
Involuntary Exit Management	Level 2	Learning Agility	Basic
Learning & Development Programs Management	Level 2	Self Management	Basic
Learning Needs Analysis	Level 3	Secondary:	
Onboarding	Level 2	Problem Solving	Basic

Associate, Learning & Organization Development			
Critical Work Function (CWF)	Key Task	Performance Requirement/ Expectation	Abilities and Skills Required
e.g. Study People learning needs	Collate data from line managers about current competencies of their employees.	Must reference from the SOPs	FSC Data Collection and Preparation (Level 2)  ESC Communication (Basic)

Upon completion of the three steps, you would have successfully developed a well-defined and well-scoped job requirement for a specific job role in your organization. This job requirement document can then be used for preparing the job advertisement, preparing the selection process, and even for hiring purposes (e.g. preparing the employment agreement). It can also be used by educators to develop industry- or company-specific training programs based on the PSF.



## X Part 2

### Develop a Program or Curriculum Outline from Skills Framework

The Philippine Skills Framework (PSF) is also especially useful for the academe to develop curricula and/or realign existing curricula to industry requirements. The current best-practices of academe in developing industry-relevant curricula are tedious—they usually involve a faculty team having to first develop the curricula based on internal academic syllabus and teams, and then convening an industry panel to validate the curricula. The latter process is very cumbersome, as many faculties do not have good industry connections. Even so, if every faculty and academe were able to reach out to the industries, there might be engagement-fatigue experienced by the industry stakeholders, and consequent hesitance, if not resistance. The PSF is designed to provide the industry skills language academe can use to develop industry-aligned curricula, as the PSF directly communicates what the industries are looking for. This significantly reduces time needed to develop industry-relevant curricula.

#### How can Academe Develop a Curriculum Outline Using PSF



#### Create

a simple curriculum outline using the PSF reference documents

You can create a simple curriculum outline, and develop an expanded curriculum using the Philippine Skills Framework as reference.

#### What is a curriculum?

It is necessary to first understand what a curriculum is. These are a collection of some of the more familiar definitions:

**... is a structured series of intended learning outcomes.**

Curriculum prescribes (or at least anticipates) the results of instruction.

– Johnson, 1967

**...refers to all the planned learning opportunities offered to learners**

by the educational institution and the experiences learning encounter when the curriculum is implemented.

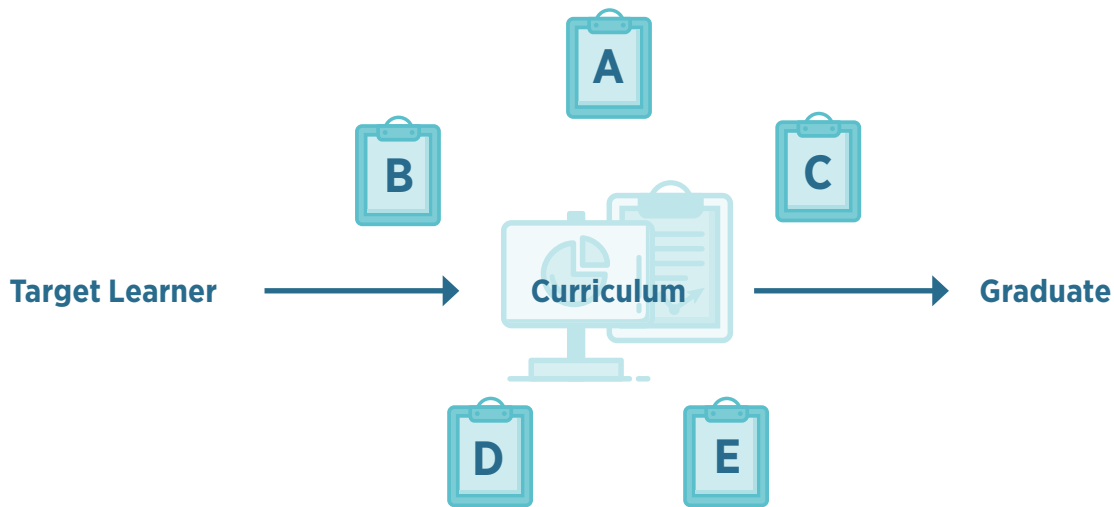
– Print, 1993

**...is conceived of as a series of planned events**

that are intended to have educational consequences for one or more students.

– Eisner, 2002

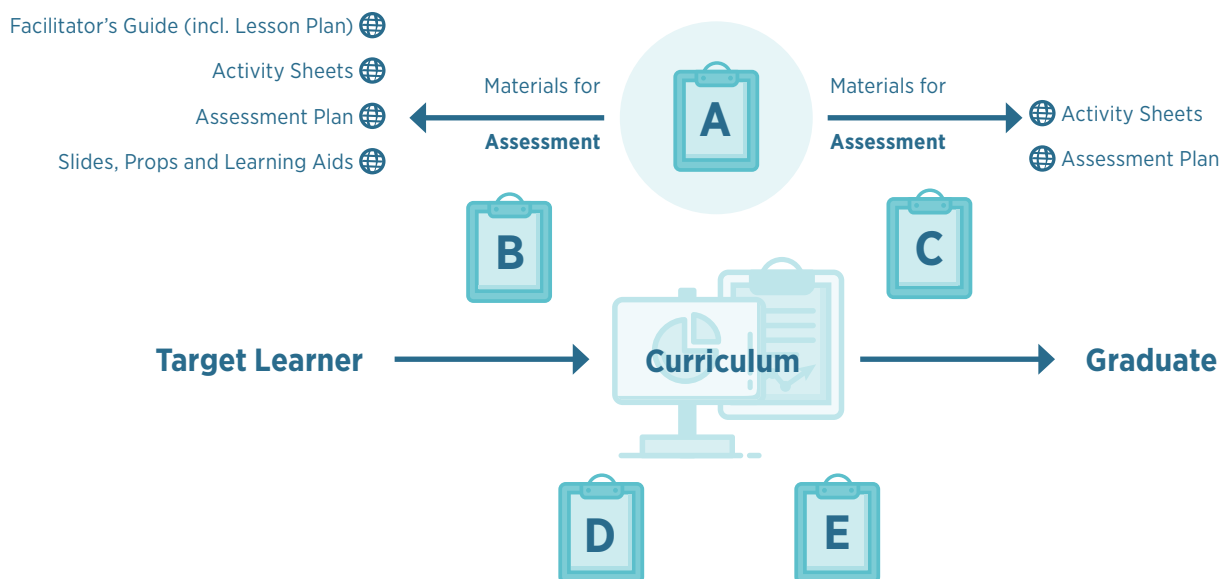
## What is curriculum?



Basically, a curriculum is the combination of instructional practices, learning experiences, and students' performance assessment designed to bring out and evaluate the target learning outcomes of a particular course. It is essential to both teacher and student because it serves as the fundamental guide of the teacher to be able to teach and make his/her target learners graduate with sufficient knowledge and skills that they can use in the future.

## What is Instructional Design?

Instructional design is the creation of learning experiences and materials in a manner that results in the acquisition and application of knowledge and skills. These materials include the facilitator's guide or the lesson plans, activity sheets, learner's guide, and even slides, props, and learning aids for the delivery of the lesson. On the other hand, activity sheets and assessment plans are used for assessment. These basic materials are essentially needed to develop content, experiences, and other solutions to support the acquisition of new knowledge or skills.

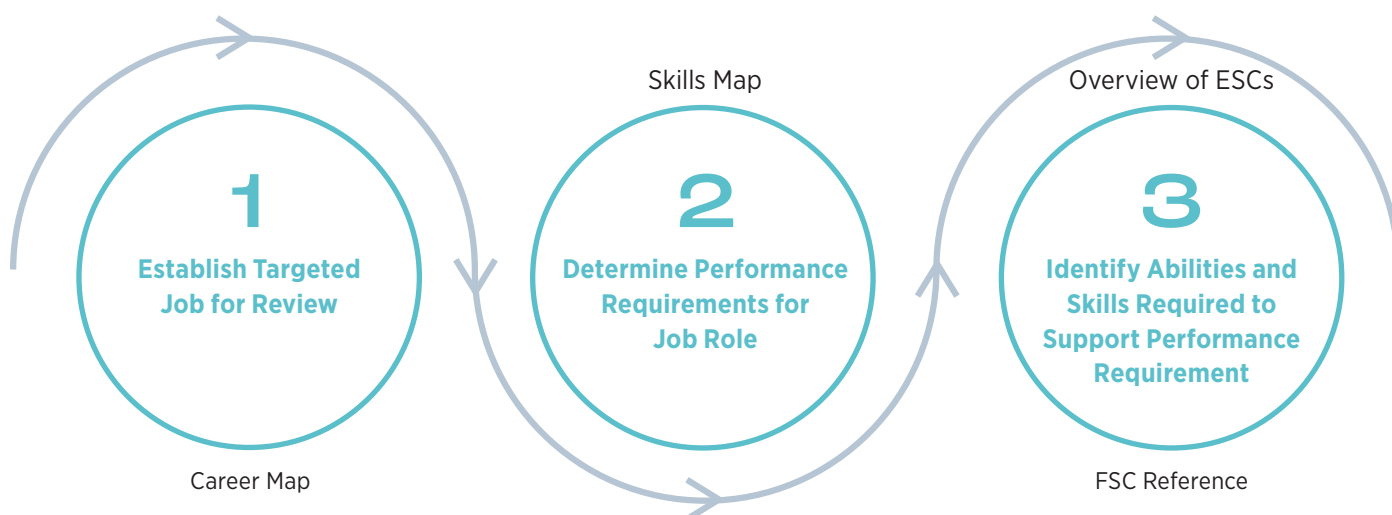


## Using ADDIE with PSF On Curriculum Design

<b>A</b>	ANALYSIS	ADDIE is a holistic impact-oriented methodology that can be implemented with the PSF. In the ADDIE model, the analysis phase looks at analyzing the needs of learners based on the knowledge and skills required for the task or function to be done, as well as the profile of the learner. This will be followed by design of the curriculum, which focuses on the pedagogy to transmit contents. The development phase refers to organizing and developing courseware, which can then be implemented or delivered. Evaluation is the post-training phase which serves to gauge the output of the training. ADDIE is an acronym for Analysis, Design, Development, Implementation, and Evaluation.
<b>D</b>	ESIGN	
<b>D</b>	EVELOPMENT	
<b>I</b>	MPLEMENTATION	
<b>E</b>	VALUATION	

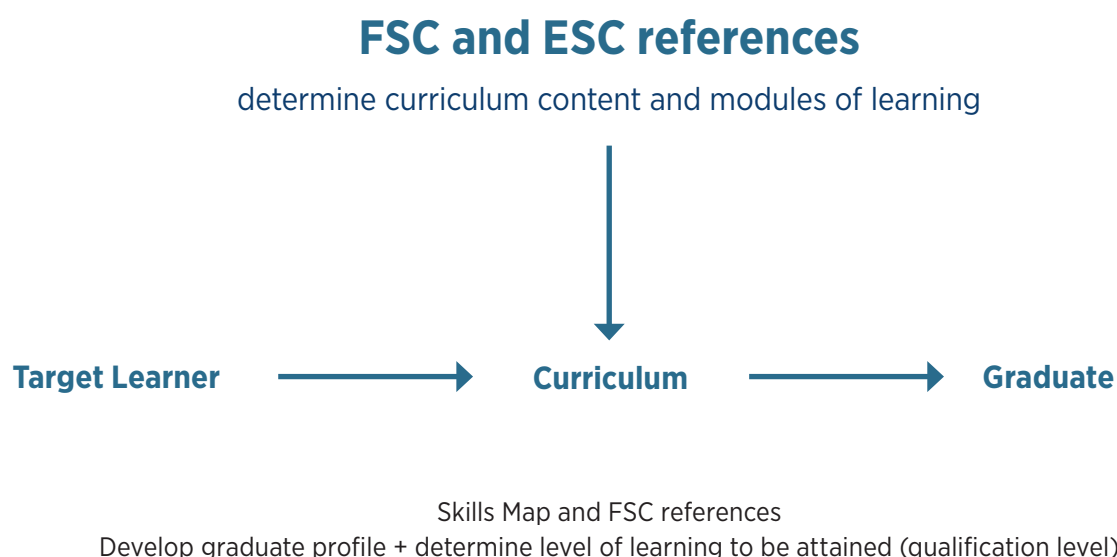
### PSF Documents Can Be Used During the Analysis Phase

#### Step 1: Gather Critical Job or Content Information for Curriculum Development



The PSF documents can be used during the Analysis Phase of ADDIE to gather critical job information for curriculum development. These documents provide curriculum designers with industry-relevant skills information. Similar to how a human resource practitioner would use the Career Map and Skills Map to gather information of a specific job role, a curriculum developer can make use of these documents to gather macro-perspectives of the job requirements and decide how the entry and exit (graduate) requirements should look like. This is known as the *learner profile* and *graduate profile*, respectively. The curriculum is expected to improve or enhance the profile of the learner.

## Step 2: Decide What the Learner Will Become / Be Able to Perform as a Result of Completing the Curriculum



Having determined the graduate profile of the learner, the FSC and ESC references can then be used to provide the vital link between the industry and the academe. Curricula that meet the industry requirements will equip the graduates with skills that match the needs of industry. The Proficiency Levels indicated in the Skills Map show the Level that the learner is expected to possess after going through the curriculum for a specific FSC, such that he/she can perform the task to expectation.

To help the Developer decide what the learner should become or graduate with, the following curriculum structure can be used:

Features	Questions to Ask	PSF Reference
Graduate Profile / Curriculum Outcome	As a result of completing the curriculum, what will the learner become/ be able to perform?	Skills Map ESC References ESC Description
Determine Content and Modules	What is the content to be learned? What are the modules (units) of learning?	FSC References
Determine level of proficiency to be attained	What are the overall proficiency levels and which qualification levels do they map to?	FSC References

\*The above features are only part of the entire curriculum structure

It is often helpful to use the A.B.C.D approach to scope the outcome/purpose of the curriculum:

What does ABCD stand for:



### Audience

- Describes the intended learner or end user of the instruction
- The audience is often identified only in the first level because of redundancy
- Example: The human capital practitioner...

### Behavior

- Describes learner capability
- Must be observable and measurable (you will define the measurement elsewhere in the goal)
- In the FSC document, it is the Skills Application statements
- The 'behavior' can include demonstration of knowledge or skills in any of the domains of learning: cognitive, psychomotor, affective, or interpersonal
- Example: ... should be able to write a report...

### Condition or Context

- Equipment or tools that may (or may not) be utilized in completion of the behavior
- Environmental conditions may also be included
- Example: ... on the learning needs of the line managers ...

### Degree

- States the standard for acceptable performance (time, accuracy, proportion, quality, etc)
- Example: ... accurately.

Here is what a completed outcome/purpose statement for the Digital Art and Animation Sector could look like:

<p>By the end of <u>[name of program]</u>, <u>[designation of target participants]</u> will be equipped with knowledge and skills to [describe the knowledge and skills required for the desired job performance from Skills Map, FSC and ESC references]. In the program, they will foster attributes to become more [choose desirable qualities and attributes from Job Role of Skills Map].</p>	<p>By the end of Professional Certificate in Learning Development, [A] <b>L&amp;D Manager</b> will be equipped with knowledge and skills to [B] <b>perform learning needs analysis [C] with the line managers [D] accurately and based on operational requirements.</b></p> <p>In the programme, they will foster attributes to become more skilled in communication and collaboration.</p>
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## PSF Documents Can Be Used at the Development Phase

### Step 3: Determine Module Titles and Contents for Curriculum Development

Here is how the Module Titles and Contents can be determined:

#### STEP A

Refer to the relevant FSC reference document and locate the details of the competency reference

#### STEP B

Review the FSC Proficiency description of the desired competency and use the key words to create a suitable module title

By referring to the relevant FSC reference document, the Developer can locate the details of competency statements. These competencies are presented as six levels, from **basic (1) to advanced (6)**. The Proficiency Level Descriptors are the same descriptors as that of the Philippine Qualification Framework. This is to allow for subsequent ease of articulation of PSF certifications to PQF qualifications.

The Developer should reference the Underpinning Knowledge (UK) and Skills Application (SA) statements from the appropriate FSC and ESC Proficiency Levels. Note that since we are referring to competency-based programs, UKs should always be supported by SAs. The UKs and SAs can be clustered according to the Developer's formulation of the learning outcomes.

Review the FSC Proficiency Description of the desired competency

**Locate the details of the competency reference**

### Data Collection and Preparation

Collect human resource (HR) data from employees for the purpose of generating business and HR insights

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2001-1.1	PHC-GHR-3001-1.1	PHC-GHR-4001-1.1		
FSC Proficiency Description		Gather human resource (HR) data using selected tools and techniques	Reverse human resource (HR) data collection processes to ensure its smooth administration	Direct human resource (HR) data collection processes in alignment with business objectives		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of data that will be feasible for HR to collect</li> <li>Types of HR data sources and access</li> <li>Owners and stakeholders of HR data</li> <li>Communication guidelines and templates</li> <li>HR data collection processes and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Quality indicators of HR data</li> <li>Techniques for assessing HR data quality</li> <li>HR data collection tools and techniques</li> <li>Communication techniques and channels</li> <li>Techniques of evaluating the effectiveness of processes and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Legislative requirements related to data that HR collects</li> <li>Business imperatives related to HR</li> <li>Stakeholder engagement techniques and best practices</li> <li>Impact of HR data availability</li> </ul>		
Skills Application		<ul style="list-style-type: none"> <li>Administer selected HR data collection tools and techniques</li> <li>Prepare communication materials on the HR data collection processes and information to be collected</li> <li>Explain the processes of filling HR data collection templates and forms</li> <li>Attend to queries related to HR data collection</li> <li>Clean data collected, checking for outliers or errors</li> <li>Validate data collected from different data sets to verify accuracy and minimize errors</li> <li>Prepare data for reporting or analysis</li> </ul>	<ul style="list-style-type: none"> <li>Identify types and sources of HR data</li> <li>Identify potential stakeholders from whom HR data is to be collected</li> <li>Manage the HR data collection processes</li> <li>Establish the range of data to be collected based on objectives</li> <li>Assess HR data quality of sources</li> <li>Shortlist sources that provide quality HR data</li> <li>Propose tools and techniques to gather HR data</li> <li>Develop templates and forms for HR data collection</li> <li>Resolve technical issues or questions related to HR data collection</li> <li>Evaluate the effectiveness of the HR data collection processes</li> <li>Propose improvements to HR data collection processes</li> </ul>	<ul style="list-style-type: none"> <li>Identify business objectives requiring HR data collection</li> <li>Establish objectives for HR data collection aligned to business needs</li> <li>Determine types and levels of HR data required for generation of insights</li> <li>Supervise the HR data collection processes</li> <li>Lead engagement efforts with HR data owners and stakeholders</li> <li>Select appropriate HR data collection tools and techniques</li> <li>Drive improvements to the HR data collection processes</li> </ul>		

**Use the keywords to create a suitable module title**

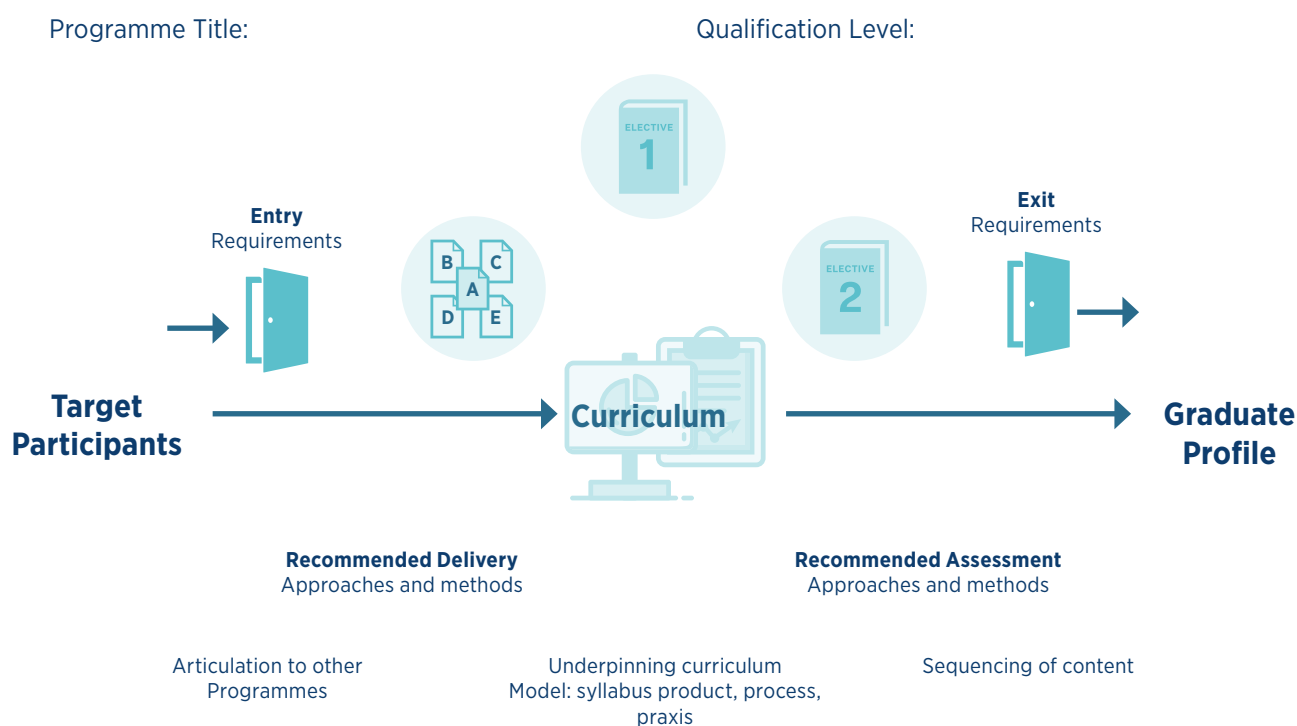
Use the keywords to create a suitable module title. For instance, the word 'gather' has been used in the proficiency description under Level 2. The proficiency descriptor draws similar parallel to the Blooms Taxonomy descriptors, hence appropriate *verbs* (Blooms) can be selected to phrase the module title.

Here is an example using a module for Associate, Learning & Organization Development:

FSC Proficiency Description	Proposed Module Title
Data Collection and Preparation Level 2 <i>Gather human resource (HR) data using selected tools and techniques</i>	Gather human resource (HR) data

\*The above features are only part of the entire curriculum structure

## More Considerations are Required for a Complete Curriculum Development



To develop a full set of curricula with the associated content requires much more resources and effort. Subject-matter-expertise is required to cluster the UKs and SAs into meaningful outcomes with appropriate content. These will then have to be constructively aligned with the assessment criteria to assess the knowledge and skills transfer. There could also be articulation of modules in other programs to facilitate learning progression and mobility. All these are beyond the scope of this Technical Guide. More training programs will be introduced to equip the various stakeholders with the skills and knowledge to utilize the PSF to develop full sets of curricula and associated content.



## PSF Utilization SnapShot Review

### Quick review–Analyze Performance Requirements

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Critical Work Functions and Key Tasks / Required Knowledge	Critical Work Functions	Key Tasks	Required Knowledge (For legislated / regulated occupations)
	Study People learning needs	Collate data from line managers about current competencies of their employees.	In accordance with: • Occupational Safety and Health Regulations 1996 (the OSH regulations) • PD956-International Convention on the elimination of all forms of racial discrimination • RA6725-Prohibition against discrimination against female employees • RA7277 & RA9442-Magna Carta for Disabled Persons • RA7877-Anti-sexual harassment act of 1995 • RA8371- Indigenous Peoples Rights Act 1997 • RA9710-Magna Carta for Women • RA10173 Data Protection Act (DPA) of 2012 • RA10911-Eliminating age discrimination in employment • RA10912 CPD Act (esp. section on Career Progression and Specialization and its IRRS • RA10968PQF Law and its IRRs
		Utilize profiling tools to identify workforce learning needs.	
		Document learning needs to support the identification of learning programs.	
	Coordinate learning programs	Compute learning expenses against allocated budgets.	
		Document learning programs to maintain a database.	
		Maintain LMS (Learning Management System) to monitor participation.	
		Liaise with nominated internal trainers on learning requirements and ensure logistical requirements are fulfilled, including but not limited to training materials, training venue, training equipment, meals, attendance sheet, evaluation forms, hand-outs, etc.	
		Source for external learning vendors for learning programs.	
	Support learning programs delivery	Maintain learning programs schedules.	
		Assist in the implementation of onboarding and offboarding.	
		Register employees for learning courses.	
		Coordinate resources and logistics for learning courses.	
		Maintain learning resources inventory.	
		Send learning course instructions and reminders to employees.	
		Track employee participation rates in learning programs.	
	Support OD activities	Generate learning and post-learning reports through evaluation survey findings.	
		Coordinate policy roll-outs sessions and monitor attendance compliance.	
		Schedule Focus Group Discussions (FGDs) and document minutes of sessions.	
		Monitor response rate of all OD related surveys.	
		Maintains master copy of Organizational Structures, Job Descriptions and People Policies.	
		Respond to employee queries relating to OD activities.	
		Provide administrative and coordination support for OD activities.	

A

Review the description of the Critical Work Functions and Key Task to describe desired job performance

Skills and Competencies	Functional Skills and Competencies		Enabling Skills and Competencies (Top)	
	Primary:		Primary:	
	Data Collection and Preparation	Level 2	Communication	Basic
	Data Management	Level 2	Customer Orientation	Basic
	Involuntary Exit Management	Level 2	Learning Agility	Basic
	Learning & Development Programs Management	Level 2	Self Management	Basic
	Learning Needs Analysis	Level 3	Secondary:	
	Onboarding	Level 2	Problem Solving	Basic
	Voluntary Exit Management	Level 2		
	Secondary:			
	Employee Communication	Level 3		
	Human Resource Analytics and Insights	Level 3		
	Human Resource Practices Implementation	Level 3		
	Human Resource Systems Management	Level 3		
	Performance Management	Level 4		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 2		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 3		
	Involuntary Exit Management	Level 4		
	Operational Excellence	Level 3		
	Performance Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		
	Succession Management	Level 4		
	Talent Capability Assessment	Level 3		
Technology Integration	Level 3			
Voluntary Exit Management	Level 3			

B

Review the skills and competencies to identify what is required to support job performance

## Quick review – Develop Curriculum Outline

### Associate, Learning & Organization Development

#### ✕ Occupation: Associate

The Associate, Learning & Organization Development assists in procuring training programs and documenting learning needs in the organization, maintaining organizations' learning systems, and providing administrative support in conducting learning programs and administering related employee surveys. They manage resources and logistics for delivering learning programs and organizational development (OD) interventions. They collate data from employee surveys to assist in the formulation of OD interventions. They collect data from learning evaluation surveys to measure learning programs' effectiveness. They also respond to employee queries that are related to OD activities, and learning programs.

The Associate, Learning & Organization Development enjoys working in a team environment and interacts proactively with various stakeholders. They are eager to explore and analyze problems and can communicate information clearly and concisely to meet others' needs at the workplace.

#### Purpose

Review the information from Skills Map and FSCs to determine the desired outcome i.e. graduate's being and doing

## Data Collection and Preparation

Collect human resource (HR) data from employees for the purpose of generating business and HR insights

FSC Proficiency Level	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
FSC Code		PHC-GHR-2001-1.1	PHC-GHR-3001-1.1	PHC-GHR-4001-1.1		
FSC Proficiency Description		Gather human resource (HR) data using selected tools and techniques	Oversee human resource (HR) data collection processes to ensure its smooth administration	Direct human resource (HR) data collection processes in alignment with business objectives		
Underpinning Knowledge		<ul style="list-style-type: none"> <li>Types of data that will be feasible for HR to collect</li> <li>Types of HR data sources and access</li> <li>Owners and stakeholders of HR data</li> <li>Communication guidelines and templates</li> <li>HR data collection processes and methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Quality indicators of HR data</li> <li>Techniques for assessing HR data quality</li> <li>HR data collection tools and techniques</li> <li>Communication techniques and channels</li> <li>Techniques of evaluating the effectiveness of processes and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Legislative requirements related to data that HR collects</li> <li>Business imperatives related to HR</li> <li>Stakeholder engagement techniques and best practices</li> <li>Impact of HR data availability</li> </ul>		

#### FSC Reference

e.g. Data Collection and Preparation

#### Knowledge

*Types of data that will be feasible for HR to collect*

#### Abilities

*Administer selected HR data collection tools and techniques*

#### Qualification Level

Use proficiency level description to determine suitable PQF qualification level

#### Subject Matter

Use the knowledge and abilities statements to identify critical topics and subjects

Have additional questions about the Skills Framework and Curriculum Design using the Skills Framework? Contact Us:

**Anderson Tan**

anderson@accelebator.sg

**Leah Macatangay**

lmacatangay@thames.edu.ph

**Mignon Wycoco Ramos**

mignonramos@gmail.com

The Philippine Skills Framework-Human Capital Development (PSF-HCD) is a collaborative effort of various sprint teams under the helm of the Philippine Trade Training Center-Global MSME Academy in its effort to update and align its Business Function Courses

The PSF-HCD was developed by referencing from various Singapore Skills Frameworks as there were no frameworks specific for Business Functions. The development process involved selection of the initial draft documents, and on to review, contextualization and validation.

PSF-HCD is a cross-sectoral framework that applies to any industry sector. Before this, PTTC-GMEA spearheaded the development of the framework for Business Development (PSF-BDE), In the pipeline for development as this e-book is published are the frameworks for Production and Operations Management and Business Management.

## The Human Capital Development Team



### Enablers

- Sec. Ramon M. Lopez (DTI)
- Usec. Rafaelita M. Aldaba (DTI-CIG)



### Drivers

- Exec. Dir. Nelly Nita N. Dillera (DTI PTTC-GMEA)
- Planning Officer IV Ma. Fe J. Avila (DTI PTTC-GMEA)



### Consultants

- Mr. Anderson Tan (Accelebator Pte Ltd)
- Ms. Leah A. Macatangay (Thames International Business School)
- Ms. Ma. Mignon W. Ramos (Roadmaps + Beyond, Inc.)
- Mr. Joseph Gan (Accelebator Pte Ltd)
- Mr. Eric Tan (Accelebator Pte Ltd)



### Champions

- Exec. Dir. Rosalina S. Constantino (TESDA)
- Ms. Grace Baldoza (DOLE)
- Overall PSF Project Coordinator Dorelene V. Dimaunahan
- PSF-HCD Sectoral Project Coordinator Jamaica Marie G. Ona (DTI PTTC-GMEA)



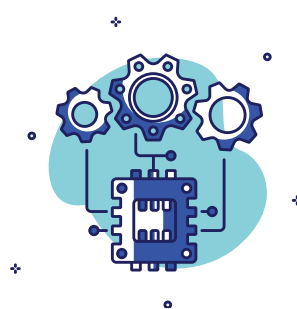
### Back-End Support

- Ms. Danica de la Cruz (DTI PTTC-GMEA)
- Ms. Georgette Olea Prado (DTI PTTC-GMEA)
- Mr. Rolan A. Ynion (DTI PTTC-GMEA)
- Mr. Alexander C. Arcilla (DTI PTTC-GMEA)
- Mr. Vbernie Regalado (DTI PTTC-GMEA)
- Mr. Arnold J. Arenas (DTI PTTC-GMEA)
- Mr. Gerald C. David (DTI PTTC-GMEA)
- Ms. Leih Vidal (Thames International Business School)



### Contextualizers

- Ms. Lora Liza S. Dioquino (PAL Express)
- Mr. Teodoro L. Ruiz, Jr. (Crawford & Company)
- Mr. Angelito A. Cruz (ChangeAgent Management Consulting)
- Ms. Betty Ann Kristine C. Tan (Fishstone Solutions)
- Ms. Ma. Christina G. Aquino (Tourism Industry Board Foundation Inc.)



### Facilitators

- Mr. Jovito Jose P. Katigbak
- Ms. Rechilda E. Ulili
- Ms. Ma. Luisa Victoria Syquia Felix



### Scribes

- Ms. Hannah Magdangal
- Ms. Zhandra Tam
- Ms. Valerie Villanueva



### Validators

- |                                    |   |                                    |
|------------------------------------|---|------------------------------------|
| 1. Ms. Melissa Adalia              | 15. Ms. Divina Gracia Delos Reyes             | 34. Mr. Jose Jerome Pascual        |
| 2. Ms. Ayie Cruz Aligada           | 16. Mr. Carl Espallardo                       | 35. Ms. Ma. Johanna S. Pe Benito   |
| 3. Mr. Joel Amante                 | 17. Mr. Joseph Estrada                        | 36. Ms. Regina Pinacate            |
| 4. Dr. Aldrin Antivola             | 18. Ms. Ellen C. Fullido                      | 37. Ms. Yolanda C. Puno            |
| 5. Dr. Cesar Baltazar              | 19. Ms. Marianne Heidi C. Fullon              | 38. Mr. Gabriel L. Reinoso         |
| 6. Ms. Anna Coloma Basilio         | 20. Mr. Michael C. Gallego                    | 39. Ms. Ma. Theresa R. Requilman   |
| 7. Ms. Maria Michaela Bautista     | 21. Mr. Benjamin Deodato Garcia               | 40. Ms. Myrna Reyes                |
| 8. Ms. Judy Grace D. Capili        | 22. Ms. Hilda Hocson                          | 41. Dr. Liza G. Rivera             |
| 9. Ms. Roma Ann de Castro Dar      | 23. Dr. Geraldine Maayo                       | 42. Ms. Anna Maria Muñoz Roqueza   |
| 10. Mr. Silvino B. De Guzman       | 24. Mr. Franz Josef L. Magallanes             | 43. Mr. Washington A. Roqueza      |
| 11. Mr. Dennis de Silva            | 25. Mr. Florendo G. Maranan                   | 44. Ms. Regina Gracia B. Salvador  |
| 12. Mr. Jonilo del Rosario         | 26. Ms. Maria Concepcion "Chichi" A. Marbella | 45. Ms. Marie C. Segura            |
| 13. Mr. Angelo Vincent Del Rosario | 27. Ms. Maria Fe "Pinky" P. Martelino         | 46. Mr. Jose Antonio R.P. Sta. Ana |
| 14. Ms. Claire Delarmente          | 28. Mr. Marlon P. Miña                        | 47. Ms. Imelda B. Taganas          |
|                                    | 29. Mr. Gene Alfred S. Morales                | 48. Ms. Mary Ann Lee Tripon        |
|                                    | 30. Ms. Anabelle Ochoa Moreno                 | 49. Ms. Concepcion C. Vergara      |
|                                    | 31. Ms. Maria Carmen C. Ortiz                 | 50. Mr. Felix Perry A. Villanueva  |
|                                    | 32. Mr. Robert S. Paguia                      | 51. Mr. Jon Policarpio             |
|                                    | 33. Mr. Oliver Pangan                         | 52. Mr. Ken Bryan Puno             |
|                                    |   | 53. Ms. Angeli B. Belen            |



### Pilot Testers

- |  |  |                                    |                      |
|--|--|------------------------------------|----------------------|
| • Exec. Dir. Nelly Nita N. Dillera       | • Maria Antoniette S. Zoilo                              | • Teodoro L. Ruiz, Jr.             | • Gene Morales       |
| • Deputy Exec. Dir. Dimnatang Musa Radia | • Nicola Paula Barzaga                                   | • Ma. Christina G. Aquino          | • Jethro Malimata    |
| • Georgette O. Prado                     | • Madel Pascual  | • Betty Ann Kristine C. Tan        | • Kyla Principio     |
| • Bernice Banares                        | • Jocelle Mamaril  | • Franz Joseph Magallanes          | • Marlon Caisip      |
| • Planning Officer V Ma. Fe J. Avila     | • Nicole Limlengco                                       | • Carl Espallardo                  | • Benjie Garcia      |
| • Jazel K. Sunga                         | • Overall PSF Project Coordinator Dorelene V. Dimaunahan | • Arlene Alipio                    | • Ellen Fullido      |
| • Raymond Cardino                        | • PSF Sectoral Project Coordinator Jamaica Marie G. Ona  | • Imelda Taganas                   | • Jill Borjal        |
| • Cev Cendaña                            | • Gary Sta. Cruz   | • Mia Ortiz                        | • Emman Villanueva   |
|  | • Jennifer Santos  | • Silvino De Guzman                | • Lyra Dayego        |
|  | • Cesiah Ana Betoy                                       | • Rowena Del Rosario               | • Joanne Bejarin     |
|  | • Karl Sta. Maria  | • Dr. Cesar Baltazar               | • Ruel Capanzana     |
|  | • Leah A. Macatangay                                     | • Dr. Aldrin Antivola              | • Ma. Melissa Albino |
|  | • Leih Vidal   | • Dr. Liza G. Rivera               | • Aline Magalong     |
|  | • Ma. Mignon W. Ramos                                    | • Prof. Maria Theresa R. Requilman | • Shiela Jalbuena    |
|  | • Anderson Tan   | • Prof. Jon del Rosario            | • Nina Almaria-Magat |
|  |  | • Joseph Estrada                   | • Marc Binuya        |
|  |  | • Claire Delarmente                | • Washington Roqueza |
|  |  | • Oliver Pangan                    | • Anna Maria Roqueza |
|  |  |                                    | • Elizabeth Chan     |

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# Philippine Skills Framework

Human Capital Development

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