

Human Resource WSQ Competency Map

Levels	Human Resources	Human Resources Management				Human Resources Development			General Electives		
	Core	Employee Relations and Communications	Employee Health and Wellbeing	Performance, Remuneration and Benefits	Resourcing	Human Resource Systems and Processes	Organisational Development	Learning & Development		Talent Management	
		This functional area covers the managing and planning of a range of activities related to developing, maintaining and improving employee relationships with management, and/or the organisation, by communicating with employees or the union. It includes employee engagement programmes and strategies as well as processing and assisting with grievances and disputes.	This functional area covers designing, implementing and managing programmes that will foster a healthy and well functioning workforce. It will take different forms in different organisations but can include initiatives such as flexitime, compressed workweeks, telecommuting and health promotion in order to provide employees with greater opportunity to meet work-life demands.	This functional area covers all processes associated with designing and managing performance based, market competitive compensation and benefits strategies and programmes. It also covers the process to maintain and improve employee job performance through the use of objective setting, appraisal, coaching and feedback.	This functional area covers the areas of workforce planning in alignment with business planning and various resourcing models. It includes processes associated with sourcing suitable people to perform in job roles, as well as the assessment of current workforce capabilities, demographics and work processes; determining future workforce requirement; identifying gaps and implementing solutions to bridge the gaps.	This functional area covers the process and systems in leveraging technology to enable HR functions and organisation effectiveness. It includes the use of HR metrics and analytics, and business process re-engineering to enhance organisational capabilities.	This functional area covers the process of planning organisation-wide efforts, to improve and increase the organisation's effectiveness, productivity, return on investment and overall employee job satisfaction.	This functional area covers a broad suite of activities that develop the employees' capabilities, skills and knowledge to meet business, organisational and personal goals.	This functional area covers the design and implementation of integrated strategies, systems or programmes that facilitate the identification, development and management of high potential employees as well as individual employees across the organisation.		
Strategic	5	<p><u>HR-GEN-501C-0</u> Create human resource strategies aligned with business needs</p> <p><u>HR-GEN-502C-0</u> Manage organisational risks</p> <p><u>HR-GEN-503C-0</u> Apply financial knowledge within a human resource environment</p> <p><u>HR-GEN-504C-0</u> Enhance organisation effectiveness</p> <p><u>HR-GEN-505C-0</u> Develop organisational response to national manpower initiatives and strategic priorities</p>	<p><u>HR-ERC-501E-0</u> Develop strategies and policies for employee relations</p> <p><u>HR-ERC-502E-0</u> Promote harmonious tripartite relations</p> <p><u>HR-ERC-503E-1</u> Develop and evaluate a framework for managing conflict, grievances and disputes</p> <p><u>HR-ERC-504E-1</u> Develop strategies for employee engagement</p> <p><u>HR-ERC-505E-1</u> Develop strategies for managing diversity</p>		<p><u>HR-PRB-501E-1</u> Develop strategies for executive compensation</p> <p><u>HR-PRB-502E-1</u> Develop strategies for performance management</p> <p><u>HR-PRB-503E-1</u> Develop strategies for total remuneration</p>	<p><u>HR-RS-501E-1</u> Develop and communicate employer brand position</p> <p><u>HR-RS-502E-1</u> Develop strategies for manpower planning and resourcing</p>	<p><u>HR-HRSP-501E-1</u> Develop strategies for human resource technology</p>	<p><u>HR-OD-501E-0</u> Lead organisational design</p> <p><u>HR-OD-502E-1</u> Promote innovation</p> <p><u>HR-OD-503E-1</u> Shape organisational culture in alignment with business strategies</p> <p><u>BM-CM-601E-1</u> Lead change management</p>	<p><u>HR-LD-501E-1</u> Develop and evaluate organisational learning culture</p> <p><u>HR-LD-502E-1</u> Enable organisational workforce capability</p>	<p><u>HR-TM-501E-0</u> Develop strategies for talent management</p> <p><u>HR-TM-502E-0</u> Develop a framework and strategies for succession management</p> <p><u>HR-TM-503E-1</u> Develop strategies for career planning</p>	<p><u>HR-GEN-506E-1</u> Lead human resource due diligence and integration processes in mergers and acquisitions</p> <p><u>HR-GEN-508E-1</u> Provide strategic human resource advice</p> <p><u>HR-GEN-509E-1</u> Provide human resource consultancy service</p> <p><u>HR-GEN-510E-1</u> Integrate global, regional and local human resource practices</p> <p><u>HR-GEN-511E-1</u> Develop a business case for new initiatives</p> <p><u>LPM-PER-601C-0</u> Master personal effectiveness</p>
Managerial	4	<p><u>HR-GEN-401C-0</u> Align human resource services with business needs</p> <p><u>HR-GEN-402C-0</u> Develop workplace and business relationships</p> <p><u>HR-GEN-404C-0</u> Manage budgets and finances</p> <p><u>HR-GEN-405C-0</u> Measure human resource functional effectiveness</p> <p><u>HR-GEN-412C-1</u> Develop human resource policy framework</p>	<p><u>HR-ERC-401E-0</u> Resolve grievances and disputes</p> <p><u>HR-ERC-402E-1</u> Develop and evaluate employee communications plan</p> <p><u>HR-ERC-403E-1</u> Implement employee engagement programmes</p> <p><u>HR-ERC-404E-1</u> Implement and manage diversity in the workplace</p>	<p><u>HR-EHW-401E-0</u> Develop and evaluate employee health and wellbeing programmes</p>	<p><u>HR-PRB-401E-1</u> Develop and implement grading and salary structure</p> <p><u>HR-PRB-402E-1</u> Implement and evaluate remuneration programmes</p> <p><u>HR-PRB-403E-1</u> Implement international compensation programme</p> <p><u>HR-PRB-404E-1</u> Implement performance management programme</p>	<p><u>HR-RS-401E-0</u> Recruit and select staff for international assignments</p> <p><u>HR-RS-402E-0</u> Develop and implement recruitment and selection strategies</p> <p><u>HR-RS-403E-1</u> Define job profiles</p> <p><u>HR-RS-404E-1</u> Develop and implement voluntary and involuntary termination policy and framework</p> <p><u>HR-RS-405E-1</u> Implement manpower planning processes</p> <p><u>HR-RS-406E-1</u> Implement strategies to employ, retain and re-employ older employees</p>	<p><u>HR-HRSP-401E-1</u> Evaluate human resource management systems</p> <p><u>HR-HRSP-402E-1</u> Manage human resource analytics</p>	<p><u>HR-OD-401E-0</u> Measure organisational climate</p> <p><u>HR-OD-402E-1</u> Develop and implement change management strategies and plans</p>	<p><u>HR-LD-401E-1</u> Build people management capabilities</p> <p><u>HR-LD-402E-1</u> Develop and evaluate learning interventions</p> <p><u>HR-LD-403E-1</u> Develop and evaluate strategies for learning and development</p> <p><u>HR-LD-404E-1</u> Develop and implement in-house competency framework</p>	<p><u>HR-TM-401E-0</u> Implement talent management programmes</p> <p><u>HR-TM-402E-1</u> Develop career pathing framework</p> <p><u>HR-TM-403E-1</u> Develop and implement career coaching and mentoring framework</p> <p><u>HR-TM-404E-1</u> Implement international assignment programme</p>	<p><u>HR-GEN-403E-1</u> Establish human resource needs of small to medium enterprise</p> <p><u>HR-GEN-407E-0</u> Implement fair employment practices</p> <p><u>HR-GEN-409E-0</u> Implement wage restructuring</p> <p><u>HR-GEN-410E-1</u> Manage internal and external service providers</p> <p><u>HR-GEN-411E-1</u> Implement and evaluate risk, crisis management and contingency plans</p> <p><u>ES-JS-401G-1</u> Manage workplace safety and health system</p>
Operational	2	<p><u>HR-GEN-201C-0</u> Participate in a work team</p> <p><u>HR-GEN-202C-0</u> Provide human resource information</p> <p><u>HR-GEN-203C-0</u> Process human resource information</p> <p><u>HR-GEN-204C-0</u> Support organisation events</p>	<p><u>HR-ERC-201E-1</u> Prepare employee communications</p>		<p><u>HR-PRB-201E-1</u> Administer benefits</p> <p><u>HR-PRB-202E-1</u> Process payroll</p> <p><u>HR-PRB-203E-1</u> Administer performance review process</p>	<p><u>HR-RS-201E-0</u> Administer recruitment and selection process</p> <p><u>HR-RS-202E-1</u> Administer internal employee movements</p> <p><u>HR-RS-203E-1</u> Administer voluntary and involuntary termination processes</p>	<p><u>HR-HRSP-201E-1</u> Operate human resource information system</p>	<p><u>HR-OD-201E-1</u> Administer and report results of surveys</p> <p><u>BM-CM-301E-1</u> Support implementation of change management programme and initiative</p>	<p><u>HR-LD-201E-0</u> Provide learning administration services</p>		
Operational	3	<p><u>HR-GEN-301C-0</u> Ensure compliance with relevant laws and regulations</p> <p><u>HR-GEN-302C-0</u> Analyse and present research information</p> <p><u>HR-GEN-303C-0</u> Manage projects</p> <p><u>HR-GEN-304C-0</u> Support change processes</p>	<p><u>HR-ERC-301E-0</u> Manage industrial relations processes</p> <p><u>HR-ERC-302E-1</u> Manage employee relations</p>	<p><u>HR-EHW-301E-1</u> Implement employee health and well-being in the workplace</p>	<p><u>HR-PRB-301E-1</u> Manage employee benefits</p> <p><u>HR-PRB-302E-1</u> Manage payroll</p>	<p><u>HR-RS-301E-0</u> Implement recruitment and selection methods</p> <p><u>HR-RS-302E-0</u> Conduct interviews and make hiring decisions</p>	<p><u>HR-HRSP-301E-1</u> Implement human resource management systems</p>	<p><u>BM-CM-401E-1</u> Manage change at programme level</p>	<p><u>HR-LD-301E-1</u> Develop and evaluate on-boarding programmes</p> <p><u>HR-LD-302E-1</u> Support individual learning and development</p> <p><u>TR-HRD-401C-1</u> Plan training needs analysis</p> <p><u>TR-LDD-403E-1</u> Develop workplace learning plan</p> <p><u>TR-LDD-404E-1</u> Develop on-the-job training programme</p>	<p><u>HR-TM-301E-1</u> Provide career advice</p>	<p><u>HR-GEN-305E-1</u> Facilitate group processes</p> <p><u>HR-GEN-306E-1</u> Implement people management capability programmes</p> <p><u>BM-BN-401E-1</u> Participate in negotiations</p> <p><u>ES-JS-301G-1</u> Maintain workplace safety and health policies and procedures</p>