

# Human Resource Framework

| Levels           | Human Resource |   | Human Resource Management                         |  |   |   |  |  |  | Human Resource Development     |  |  |  | General Electives  |
|------------------|----------------|---|---|--|---|---|--|--|--|--------------------------------|--|--|--|--|
|                  | Core           | Outsourcing and insourcing  | Employee Relations and Communications             | Employee Health and Well-being                     | Compensation and Benefits                                       | HR Information Systems                            | Performance Management                     | Recruitment and Selection                                    | Manpower Planning                                      | Organizational Development     | Learning and Development   | Career Management                            | Talent Management  |  |
| Transformational | 5              | Develop organisational response to national manpower initiatives and strategic priorities | Develop a strategy for outsourcing and insourcing | Develop employee relations strategies and policies |   | Develop and support a total remuneration strategy |  | Develop performance management programme                     |  | Lead organisational design     | Develop a strategy for learning and development                            | Develop career planning processes            | Develop a talent management programme                                | Develop a business case for new initiatives                          |
|                  |                | Create human resource strategies aligned with business needs                              |   | Promote harmonious tripartite relations            |   | Develop an executive compensation programme       |  | Facilitate knowledge transfer                                |  |                                | Develop a succession management programme                                  |  | Develop a strategy for managing diversity                            |  |
|                  |                | Control organisational risks  |   | Develop and communicate employer brand position    |   |   |  | Provide strategic advice                                     |  |                                |  |  | Provide human resource consultancy services                          |  |
|                  |                | Apply financial knowledge within a human resource environment                             |   | Develop a strategy for employee engagement         |   |   |  |  |  |                                | Integrate people management processes in merger and acquisition situations |  |  |  |
|                  |                | Enhance organisational effectiveness  |   |  |   |   |  |  |  |                                |  |  | Integrate global, regional and local human resource practices        |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Build line manager capability  |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Persuade and influence   |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Promote innovation   |  |
| Managerial       | 4              | Align human resource services with business needs   | Manage internal and external service providers    | Resolve grievances and disputes                    | Develop and implement employee health and well-being programmes | Implement remuneration processes                  | Manage human resource information          | Implement performance management programme                   | Recruit and select staff for international assignments | Measure organisational climate | Develop, implement and evaluate induction programmes                       | Implement international assignment programme | Implement talent management programme                                | Implement strategies to employ, retain and re-employ older employees |
|                  |                | Develop workplace and business relationships  |   | Develop employee communications plan               |   | Implement international compensation programme    |  | Develop and implement change management strategies and plans |  |                                | Develop a range of learning interventions                                  |  | Implement fair employment practices                                  |  |
|                  |                | Manage budgets and finances   |   | Develop disciplinary procedures                    |   | Ensure a healthy and safe workplace               |  | Develop and implement recruitment and selection strategies   |  |                                | Design jobs  |  | Develop a strategy to enhance competence                             |  |
|                  |                | Measure human resource functional effectiveness   |   |  |   |   |  |  |  |                                |  |  | Establish human resource needs of a small to medium enterprise       |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Implement and evaluate risk, crisis management and contingency plans |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Implement separation and termination processes                       |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Provide quality human resource service                               |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Provide leadership in your area of responsibility                    |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Implement employee engagement programmes                             |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Develop human resource policy framework                              |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Facilitate group processes   |  |
| Operational      | 3              | Ensure compliance with relevant laws and regulations                                      |   | Support industrial relations                       | Promote health and safety in the workplace                      | Manage payroll                                    |  |  | Implement recruitment and selection methods            |                                | Support individual learning and development                                | Provide career advice                        |  | Implement devolved human resource services                           |
|                  |                | Analyse and present research information  |   | Manage conflict grievances and disputes            |   |   |  | Conduct training needs analysis                              |  |                                | Manage meetings effectively  |  |  |  |
|                  |                | Manage projects   |   |  |   |   |  | Conduct interviews and make hiring decisions                 |  |                                | Communicate organisation values and ethics                                 |  |  |  |
|                  |                | Support change processes  |   |  |   |   |  |  |  |                                |  |  | Manage personal work priorities and professional development         |  |
|                  |                |   |   |  |   |   |  |  |  |                                |  |  | Undertake negotiations   |  |
| Operational      | 2              | Participate in a work team  |   | Prepare employee communications                    |   | Process payroll                                   | Operate human resource information systems | Administer performance review process                        | Administer a recruitment and selection process         |                                | Provide training administration services                                   |  |  | Administer and report results of staff surveys                       |
|                  |                | Provide human resource information  |   |  |   |   |  |  |  |                                |  |  |  |  |
|                  |                | Process human resource information  |   |  |   |   |  |  |  |                                |  |  |  |  |
|                  |                | Support organisation events   |   |  |   |   |  |  |  |                                |  |  |  |  |
|                  | 1              |   |   |  |   |   |  |  |  |                                |  |  |  |  |