CHAPTER II

환경분석

1 노동시장분석

1 산업현장 직무능력수준

직 능 수 준 ＼ 세 분 류	인사	노무관리
Ⅵ(직무경험:16~19년)	부장	부장
Ⅴ(직무경험:12~15년)	차장	차장
Ⅳ(직무경험:8~11년)	과장	과장
Ⅲ(직무경험:5~7년)	대리	대리
Ⅱ(직무경험: 3~4년)	주임	주임
Ⅰ(직무경험: 1~2년)	사원	사원

2 사업체 및 종사자 수

소 분 류	세 분 류	관 련 사 업	사 업 체 수	종 사 자 수
인사·조직	01. 인사	"기재 생략"	전 사업체	67,209
	02. 노무관리			
합　　　　　　계			-	67,209

※ 고용노동부 직종별사업체노동력조사(2007년)에 의하면 인사·노무사무원이 규모에 무관(1인 이상) 전 사업체에 종사하고 있어 '전 사업체라' 기재

3 인력배출 현황

중 분 류	소 분 류	학 과	교 육 훈 련 기 관	'10년(명)		'11년(명)		'12년(명)	
				입 학	졸 업	입 학	졸 업	입 학	졸 업
1.총무·인사	'기재 생략	경영전공	대학원	12,633	9.173	13,166	9.713	13,406	10,169
			대학	26,248	25,109	27,026	27,300	27,316	28,225
			전문대학	19,234	17,615	19,109	27,498	17,911	16,816
합 계				58,115	42,733	59,301	54,808	58,633	55,210

※ 전문대학의 경우 경영전공 외 경영·경제 전공으로 통합된 자료임, 교육통계서비스('12년)

4 직업정보

세 분 류		인사		노무관리
직 업 명		인사 및 노무전문가	인사 및 교육·훈련 사무원	인사 및 노무전문가
종 사 자 수		5,4000	110,500	5,4000
종 사 현 황	연 령	41.8	39.7	41.8
	임 금	3,573,000	3,346,000	3,573,000
	학 력	15.6년	15.2년	15.6년
	성 비	91.7:8.3	77.4:22.6	91.7:8.3
	근속년수	5.6	9.0	5.6
관 련 자 격		경영지도사		공인노무사

※ 2007년 고용노동부 직종별 사업체노동력 조사에 따르면, 인사노무 사무원 종사자 수는 현원 67,209명, 부족인원 1,014명, 채용계획인원 1.069명으로 조사됨

※ 2013 한국직업전망(한국고용정보원 발간)에서는 경영지원사무원은 기업, 단체, 협회 등에서 기관운영과 업무관리에 필요한 경영기획, 마케팅, 재무·회계, 인사·노무, 교육, 홍보, 총무 등에 대한 사무업무를 수행하는 것으로 분류하여 종사자의 수를 다음과 같이 사무종사자로 통합하여 조사하였다.

구분	2005	2006	2007	2008	2009	2010	2011
사무 종사자수(명)	3,376	3,372	3,388	3,486	3,590	3,739	3,993

※ 자료 : 경제활동인구조사(2005 ~ 2011년), 국가통계포탈사이트, 통계청

2 교육훈련 현황 분석

1 교육훈련기관 현황

중 분 류	소 분 류	교 육 훈 련 기 관		
		구 분	계	교 육 훈 련 기 관
1.총무·인사	인사·조직	대학	153	주요 4년제 대학교
		전문대학	112	대림대학, 용인송담대학, 유한대학, 대경대학 등
		폴리텍 대학	–	해당 사항 없음
		특성화고	15	상업특성화고등학교
		사업주단체	3	한국HRM협회, 한국 인사관리협회, 한국노무사협회

2 관련학과 교과과정

중 분 류	소 분 류	학 과	교 육 훈 련 과 정		
			구 분	과목	내용
1.총무·인사	인사·조직	경영	대학교	기초과목	경영학원론, 경제학원론, 경영통계, 마케팅, 조직행동 등
				심화과목	재무관리, 생산관리, 인적자원관리, 경영전략, 조직변화 등
			전문대학	기초과목	경영학원론, 경제학원론, 회계원리, 조직행동 등
				심화과목	국제경영전략, 마케팅 전략, 시스템 분석 및 설계, 정보통신경영 등

※ 워크넷(http://www.work.go.kr) 학과정보검색

3 자격 현황 분석

1 국가기술자격 현황

중 분 류	소 분 류	등 급	종 목	취 득 자 수(명)			
				누 계	'00년	'00년	'00년
1.총무·인사	3.인사·조직	해당없음	-	-	-	-	-

2 국가자격 현황

중 분 류	소 분 류	종 목	등 급	취 득 자 수(명)			
				누 계	'10년	'11년	'12년
1. 총무·인사	3.인사·조직	경영지도사	인적자원관리	1,573	38	29	87
		공인노무사	-	2,864	253	244	255

※ 경영지도사 합격자 수 : 한국경영인재연수원 자료

3 공인민간자격 현황

중 분 류	소 분 류	종 목(등 급)	소 관 부 처	취 득 자 수(명)		
				누 계	'09년	'10년
1. 총무·인사	3.인사·조직	ERP정보관리사 (인사1~2급)	한국 생산성본부	1,753	151	1,602

※ 한국직업능력개발원 민간자격 정보서비스내 취득자수 참고

4 해외사례 분석

1 직무능력 구성

<호주 인사 NCS 능력단위>

중분류	소분류	세분류(직무)	능력단위	능력단위요소
1. 총무·인사	3. 인사·조직	Human Resource	Administer human resource processes	Receive and provide administrative information
				Process workforce data
				Process entry and exit information
			Provide a consultancy service for human resource management	Identify consultancy requirements
				Provide human resource support
				Advise on organisation-level linkages
			Facilitate performance management processes	Identify organisational performance requirements
				Support performance management processes
				Report on performance
			Implement workforce planning and succession strategies	Conductworkforceanalysis
				Contribute to workforce planning
				Assist with succession management
			Implement staffing policies	Coordinate recruitment and selection
				Implement induction for new staff
				Coordinate redeployment
				Assist with staff retention / separation
			Coordinate employment relations	Contribute to employment arrangements
				Advise on employment matters
				Coordinate grievance procedures
			Coordinate employee support	Identify employee support needs
				Coordinate employee support
			Coordinate career development	Analyse career development needs
				Design career development strategies
				Implement / manage career development programs
			Provide advisory and mediation services	Advise and mediate with parties
				Counsel employees
				Provide an employee information and advisory service

				Manage retention and separation	Develop strategies for retention and separation
					Manage implementation of separation / retention strategies
				Manage employment relations	Develop employment relations strategies and plans
					Negotiate employment arrangements
					Manage implementation of employment relations strategies and plans
				Manage human resource development strategies	Identify development needs
					Develop strategies for human resource development
					Manage implementation of strategies and programs
				Manage performance management system	Develop performance management framework
					Develop performance management processes
					Manage implementation of performance management processes
				Manage redeployment	Develop redeployment strategies and processes
					Manage implementation of redeployment processes
				Manage human resource Information	Manage the provision of human resource information
					Manage implementation and ongoing development of the information system
				Manage remuneration strategies and plans	Determine options for remunerating employees
					Negotiate remuneration strategies and plans
					Manage the implementation of remuneration strategies and plans
				Manage organisational development	Determine organisational development needs and opportunities
					Plan intervention strategies
					Implement an intervention strategy

			Manage organisational design strategies	Identify needs and opportunities for improving the organisation's design
				Develop organisational design strategies
				Implement organisational design strategies
			Formulate a strategic human resource plan	Identify key human resource issues arising from the organisation's strategic plan
				Develop a plan to meet the human resource requirements of an organisation
				Implement a human resource plan
				Evaluate the effectiveness of the human resource plan
			Provide leadership in strategic human resource management	Promote the value of human resource function
				Provide strategic direction in human resource services
				Manage the human resource function

<네덜란드 인사 NCS 능력단위>

중 분 류	소 분 류	세 분 류(직무)	능 력 단 위	능 력 단 위 요 소
1.총무·인사	Business Operations and Development	Human Resource Management	Develop a plan for, and describe, recruitment and selection of staff for a specified workplace	Develop a plan for the recruitment and selection of a staff member for a workplace.
				Describe the staff recruitment process for a specified workplace
				Describe the staff selection process for a workplace.
			Describe employment legislation requirements for job descriptions and write a job description	Describe employment legislation requirements for job descriptions.
				Write a job description.
			Demonstrate knowledge of staff recruitment and appointment systems in human resource management practice	Demonstrate knowledge of staff recruitment and appointment systems in human resource management practice.
			Demonstrate knowledge of performance management systems in human resource management practice	Demonstrate knowledge of performance management systems in human resource management practice.
			Demonstrate knowledge of remuneration systems in human resource management ractice	Demonstrate knowledge of remuneration systems in human resource management practice.
			Demonstrate knowledge of workforce health, safety, and	Demonstrate knowledge of workforce health, safety, and wellness programmes in human resource management practice.

					wellness programmes in human resource management practice	
					Demonstrate knowledge of workforce development systems in human resource management practice	Demonstrate knowledge of workforce development systems in human resource management practice
					Establish human resource needs of the small business operation	Assess human resource requirements to establish the business operation.
						Identify potential sources of personnel.
						Evaluate human resource management options.
						Identify employment obligations and responsibilities.
						Plan how work will be allocated and evaluated.
						Identify staff development needs and establish staff development policies.
					Introduce a staff recruitment and appointment system into an organisation	Develop a staff recruitment and appointment system in an organisation.
						Implement a staff recruitment and appointment system in an organisation.
						Review the development and implementation of the staff recruitment and appointment system to ensure organisational needs have been met.
					Evaluate and maintain a staff recruitment and appointment system in an organisation	Evaluate a staff recruitment and appointment system in use within an organisation.
						Maintain a staff recruitment and appointment system in an organisation.
					Introduce a programme for workforce health, safety and wellness into an organisation	Develop a programme for workforce health, safety, and wellness in an organisation
						Implement programme for workforce health, safety, and wellness in an organisation.
						Review the development and implementation of the programme for workforce health, safety, and wellness to ensure organisational needs have been met.
					Evaluate and maintain a programme for workforce health, safety, and wellness in an organisation	Evaluate a programme for workforce health, safety, and wellness in use within an organisation.
						Maintain a programme for workforce health, safety, and wellness in an organisation.
					Describe human resource management in organisations in New Zealand	Describe human resource management and its place in organisations in New Zealand.
						Describe the main functions of human resource management in organisations in New Zealand.
						Describe the impact of key legislation on human resource management in organisations in New Zealand.

				Manage human resources as a manager in a business operation	Establish human resource requirements for a business operation
					Explain employer obligations and responsibilities.
					Review organisational staff training policies and processes for a business operation for compliance with best practice.
					Describe procedures for the recruitment, release, dismissal, and termination of employment in a business operation.
				Introduce a performance management system into an organisation	Develop a performance management system in an organisation.
					Implement a performance management system in an organisation.
					Review the development and implementation of the performance management system to ensure organisational needs have been met.
				Evaluate and maintain a performance management system in an organisation	Evaluate a performance management system in use within an organisation.
					Maintain a performance management system in an organisation.
				Introduce a remuneration system into an organisation	Develop a remuneration system in an organisation
					Implement a remuneration system in an organisation.
					Review the development and implementation of the remuneration system to ensure organisational needs have been met
				Evaluate and maintain a remuneration system in an organisation	Evaluate a remuneration system in use within an organisation.
					Maintain a remuneration system in an organisation.
				Introduce a system for workforce development into an organisation	Develop a system for workforce evelopment in an organisation.
					Implement a system for workforce development in an organisation.
					Review the development and implementation of the workforce development system to ensure organisational needs have been met.
				Evaluate and maintain a system for workforce development in an organisation	Evaluate a system for workforce development in use within an organisation.
					Maintain a system for workforce development in an organisation.

② 경력개발경로 구성

<네델란드 NCS 기준 경력개발경로>

중 분 류	소 분 류	경 력 개 발 경 로		
		level	Title	credit
Business Operations and Development	Human Resource Management	3	Describe employment legislation requirements for job descriptions and write a job description	3
		3	Develop a plan for, and describe, recruitment and selection of staff for a specified workplace	6
		4	Demonstrate knowledge of staff recruitment and appointment systems in human resource management practice	4
		4	Demonstrate knowledge of performance management systems in human resource management practice	4
		4	Demonstrate knowledge of remuneration systems in human resource management practice	4
		4	Demonstrate knowledge of workforce health, safety, and wellness programmes in human resource management practice	4
		4	Demonstrate knowledge of workforce development systems in human resource management practice	4
		5	Establish human resource needs of the small business operation	5
		5	Evaluate and maintain a staff recruitment and appointment system in an organisation	6
		5	Introduce a staff recruitment and appointment system into an organisation	8
		5	Introduce a programme for workforce health, safety, and wellness into an organisation	10
		5	Evaluate and maintain a programme for workforce health, safety, and wellness in an organisation	10
		5	Describe human resource management in organisations in New Zealand	10
		6	Evaluate and maintain a remuneration system in an organisation	8
		6	Introduce a performance management system into an organisation	10
		6	Evaluate and maintain a performance management system in an organisation	10
		6	Introduce a remuneration system into an organisation	10
		6	Introduce a system for workforce development into an organisation	10
		6	Evaluate and maintain a system for workforce development in an organisation	10
		6	Manage human resources as a manager in a business operation	12