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| **TSC Category** | Business and Project Management | | | | | |
| **TSC Title** | Manpower Planning | | | | | |
| **TSC Description** | Estimate and fulfil manpower requirements to achieve business goals and targets | | | | | |
| **TSC Proficiency Description** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** | **Level 6** |
|  |  | **ICT-PMT-3003-1.1** | **ICT-PMT-4003-1.1** | **ICT-PMT-5003-1.1** |  |
|  |  | Facilitate recruitment of manpower to meet forecast requirements | Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies | Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation |  |
| **Knowledge** |  |  | * Elements of organisation-approved job description templates * Organisational and project workflows * Talent needs of the organisation * Job architecture elements | * Factors influencing future manpower demand * Techniques of manpower modelling * Parameters for accurate forecasting * Statistical analysis techniques for reviewing capacity and capability of existing workforce * Methods to identify elasticities of substitution in headcounts and skills * Organisation's human resources capabilities and people strategies | * Organisation's products, policies and processes * Types of links between manpower plans and organisational strategies * Types of workforce trends that impact organisational performance * Legal and ethical considerations affecting manpower policies * Types of Human Resource policies and procedures * Models and methods for evaluating the effectiveness of manpower forecasting and planning |  |
| **Abilities** |  |  | * Determine job roles and positions required * Identify skills needs related to job positions * Develop job descriptions to articulate role and skill requirements * Assist in developing recruitment strategies with Human Resource department * Negotiate with residential contractors (RCs) and common contractors (CCs) on manpower needs | * Review workforce execution plans needed to meet project and/or functional objectives * Adapt mathematical models to conduct statistical analyses of manpower demand * Review productivity metrics of existing residential contractors (RCs) and common contractors (CCs) * Develop manpower forecast based on job roles and positions required | * Gather data to forecast demand of headcount and skills at organisational level * Review internal education and training programmes to verify manpower supply against future demand * Prepare contingency plans to meet the turn of economic and technological change circumstances * Initiate changes to Human Resource activities, services and programmes * Guide key stakeholders with information on how manpower decisions assist in achieving strategic organisational goals |  |
| **Range of Application** |  | | | | | |