

The specialty areas appended in the Annex are summary documents that lay out the skills definitions only.

The proficiency statements for the respective 'Proficient' and 'Advanced' levels are attached separately in the Excel documents as the information is too voluminous to be accommodated within the slide

**Proficiency Levels** 

**Proficient level:** This is mapped to the IHRP Body of Competencies (BoC) at the IHRP-CP level and the "Technical Skills and Competencies (TSCs)" level 3 to 4 under the Skills Framework for HR

**Advanced Level:** This is mapped to the IHRP Body of Competencies (BoC) at the IHRP-SP level and the "Technical Skills and Competencies (TSCs)" level 5 to 6 under the Skills Framework for HR



**Specialty Area Definition:** Apply business strategy, technology acumen and design principles to architect the transformation of work, workplace, and workforce

Skill	Definition
Re-designing work for the future workplace	Understand the drivers of future workplace transformation and be able to employ tools and methods including design thinking, job re-design process, organisational development tools and project management techniques to re-design jobs and organisational structures for the future workplace.
Designing an inclusive and technology-driven workplace	Understand the components of a digital workplace culture and the impact on inclusivity and workplace productivity, and to apply techniques and technology knowhow including communication, hiring practices, executive level support, facilitation, and training to create, build and sustain an inclusive workplace culture.
Workforce Resilience and Flexible Ways of Working	Apply the principles and practices of remote and flexible working to improve organisational outcomes through enhancing workforce resilience, productivity and employee engagement.
Designing a better workplace experience	Apply design practices such as design thinking and related tools including user experience design, employee journey mapping, stakeholder mapping and prototyping to design a better workplace experience.