SKILLSFUTURE JOBS-SKILLS INSIGHTS

Charting a New HR Course:
Success Through Digital Transformation

Publication By

INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

In Partnership with

SKILLS*future* SG

FOREWORD

It is with great pleasure that I introduce the inaugural edition of the Jobs-Skills Insights report between Institute for Human Resource Professionals and SkillsFuture Singapore as part of our Skills Development Partnership initiative. This industry-first report delves into the pivotal role of Human Resources in our ever-evolving digital landscape.

Together, we have made collective and concerted efforts to dissect the relationship between digitalisation and HR, highlighting the mission-critical role HR plays in ensuring that technology enhances, rather than replaces, the human element within organisations. In today's fast-paced world, where digitalisation is reshaping industries at a never-before-seen pace, HR professionals must enable and empower the workforce by redefining job roles, and revolutionising business processes. One thing is clear – HR stands at the very epicentre of organisational change.

The rise of automation, artificial intelligence, data analytics, and remote work has ushered in a new era, challenging the conventional paradigms of talent management, workforce development, and employee engagement. It is imperative for HR to rise to this occasion, serving as the enabler that synergises technology with the indispensable human factor.

We understand that HR is not a one-size-fits-all endeavour. It is a constantly evolving field that requires adaptability and a deep understanding of the unique needs and challenges of the organisation. IHRP's commitment to excellence means that we will continue to explore, innovate,

Aslam Sardar
Chief Executive Officer
Institute for Human Resource Professionals

and share our findings to help you and your organisation excel in your HR endeavours.

As you embark on this journey through the inaugural Jobs-Skills Insights report, I encourage you to not only absorb the insights within but also envision the exciting possibilities that lie ahead. We are committed to your success, and this report helps you take another meaningful step towards a future where HR is not just a department, but a strategic cornerstone of our organisations.

Thank you for partnering with us on this journey, and we look forward to sharing more insights and discoveries with you in the reports to come.

"This report is a good reminder of leveraging tech by HR in the digital age. It recognises HR professionals' surging demand for digital skills and their growing reliance on technology and AI to drive effectiveness. The report calls out a key imperative in business and workforce transformation: for HR professionals to stay current with the latest digital trends. The IHRP's invaluable resources are designed to empower individuals and HR teams, ensuring they remain at the forefront of this digital revolution. In a world where change is the only constant, this report, and the resources it references provide a valuable roadmap for HR's continued relevance and success."

Soon Eng-Sing
Vice President
Talent, Development and DEI
at Singtel

Justina Tan (IHRP-MP)
Executive Vice President
People and Culture at Changi
Airport Group

"In today's environment, the rapid pace of digital and business transformation provides HR an excellent opportunity to partner the business to drive strategic transformations for customer value. The launch of this Jobs-Skills Insights Report is timely to keep our HR community updated and focused on key trends in skills development to ensure we keep pace to bring value to our respective business and supporting the career development of our HR community."

"The Jobs-Skills Insights report for HR is both a timely reminder of the urgent need for HR to transform and a valuable source of information pertinent to that transformation. Packed with references, statistics and perspectives, this collaboration with SSG is testament to IHRP's mission of supporting the "People behind the People"!"

Yap Aye Wee (IHRP-MP)
Group Head of Learning
and Transformation at
OCBC Bank

"

Lee Kian Chong
Director at BNF Group

The HR report emphasises HR's transformation to a strategic role and its adoption of digital technologies. It also introduces IHRP's Human Capital Diagnostic Tool (HCDT) as a valuable resource for gaining insights into HR processes. The report also shares practical solutions to support HR teams which makes it an essential read!

"

The digitalised workspace is an inevitable trajectory. The inaugural Jobs-Skills Insights Report for HR gives a glimpse of the opportunities and potential that HR can play in this space. At a time where AI is at an inflexion point and impacting business functions, including HR processes, this report is timely and necessary. It is an indispensable resource for both job seekers and employers, to navigate changes cause by AI and digitalisation.

Damian Lim
Deputy Director
Industry Training and Transformation at National Trades Union Congress

"

This report lays out plenty of opportunities for firms to consider how HR can embrace tech, particularly GenAI, to do things better and to do better things for your business and people. It fleshes out specific digital skills, tools and insights to job roles and tasks across HR functions and draws the link ultimately to the value and impact for the business.

Doing things better means saving manhours and freeing your HR professionals from procedural and process work. Doing better things entails seizing new opportunities for more responsive people and talent management strategies and strategic workforce planning.

These are critical shifts envisaged under the HR Industry Transformation Plan launched by MOM earlier this year. Every HR professional play a critical role in contributing to and driving the change towards the strengthening our HR profession and practice in Singapore.

Tan Yi Hui
Director, HR Sector Development, Manpower Planning and Policy Development at Ministry of Manpower

EXECUTIVE SUMMARY

In his opening address at the Human Resource (HR) Tech Festival Asia 2023, Mr. Zaqy Mohamad, Senior Minister of State at the Ministry of Manpower, announced the launch of the HR Industry Transformation Plan. This transformative initiative aims to elevate the role of HR by empowering them to drive strategic decision-making and operational excellence within organisations. Specifically, he emphasised a pivotal objective: to have businesses view HR as valuable partners and crucial assets to their success. To achieve this, he highlighted the critical importance of HR digitalisation. Embracing digital tools and technologies allows organisations to unlock numerous benefits, including significant time and resource savings. This digital transformation will empower HR professionals to streamline their processes, allowing them to focus on strategic endeavours and high-value initiatives that drive business growth.

Given the rapid emergence of new technologies and advanced digital tools such as ChatGPT, businesses now have the resources to transform their HR teams. This transformation extends far beyond the automation of traditional tasks. It empowers HR professionals to unlock invaluable insights into their organisations' human capital, allowing greater alignment in values and skills with the business's strategic direction.

This report looks at how the skills composition of HR roles is evolving in response to the digitalised economy's rapid growth. As the demand for digital transformation grows, HR professionals now require a broader spectrum of digital skills. This encompasses expertise in areas such as Big Data Analytics and Human Resource Digitalisation. At the heart of this transformation, HR is uniquely positioned at the helm to navigate businesses towards success and ensure that technology serves as

a catalyst, empowering our workforce to thrive in this digital era. There are four main sections in this report:

1

"HR at the helm: Navigating business success" explores the pivotal role of HR professionals in steering organisations toward achievement in today's digitalised world.

2

"Digital skills: A pre-requisite for modern HR professionals" delves into the increasing need for digital competencies within the HR sector and the specific digital skills and tools in demand.

3

"Riding the wave of Generative AI through the HR lens" examines the transformative impact of generative AI on HR practices, shedding light on the opportunities this advanced technology presents.

4

How IHRP can help both enterprises and the HR community to elevate their capabilities with resources such as IHRP certification and Human Capital Diagnostic Tool (HCDT).

INTRODUCTION

From local small and medium enterprises (SMEs) to global conglomerates, HR teams are indispensable at all levels and across all industries as they ensure organisations possess the human capital they require to thrive.

Amid the continued growth of the digitalised economy, accelerated by the COVID-19 pandemic, HR processes must evolve to support organisations pursuing new opportunities in the digital space. In addition, HR teams need to reassess employee engagement, talent, skills and retention strategies, due to the increased adoption of remote and hybrid working arrangements.

In the recently released ForwardSG report, Deputy Prime Minister Wong urged a revitalisation of Singapore's social compact. Among the proposed initiatives was a call for employers to actively contribute to fostering an inclusive workplace and developing the workforce[1]. Therefore, HR teams must partner with senior leadership to drive human capital development and organisation growth. Businesses must commit to driving this change or risk being overtaken by their competitors.

1 HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

The digitalisation of the economy, both on a local and global scale, has given rise to many new processes including hybrid work, e-commerce, and digital payments. The launch of fully digital banks, continued development in the e-retail sector, and the growth of Singapore's digital connectivity are all examples of how businesses are adapting and how organisations must continue to adapt[2].

In the field of HR, technological advancements have transformed the way HR operates. With the emergence of new technology and software, menial tasks such as payroll processing are all done via automation systems such as PayBoy, WorkDay, and Talenox. This automation has not only reduced a significant amount of time on manual calculations and data entry but also minimised human error with automatic calculations and features to flag any inconsistencies. Even in areas of Talent management, software such as **JobTech** and **JobKred** have significantly streamlined operational processes by efficiently monitoring talent and skills inventory across the entire organisation. They also facilitate strategic planning for upskilling and job redesign initiatives for employees.

With their expanded bandwidth following the elimination of these manual tasks, HR professionals can now harness their increased capacity to assume more strategic roles in collaboration with their organisation's senior leadership. IHRP's **Human Capital Diagnostic Tool** (HCDT) serves as a valuable resource for enterprises seeking to gain insights into their HR processes. The HCDT assesses an organisation's human capital maturity across eleven key HR areas, benchmarking it against industry 11 standards.

[1] Building Our Shared Future Together, ForwardSG, 2023

[2] Skills Demand for the Future Economy, SkillsFuture Singapore, 2023

HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

11 Processes in Human Capital Diagnostic Tool

- Organisation Culture
- Employee Engagement & Communications
- Employee Value Proposition
- Strategic Workforce Planning
- Learning & Development
- HR Operations & Technology
- Talent Attraction
- Talent Management & Succession Planning
- Performance Management
- Compensation & Benefits
- Internationalisation

By undertaking this endeavour, enterprises can pinpoint their strengths and weaknesses, identifying the gaps that require attention. This strategic perspective empowers HR teams to better understand the business and design specific programmes for progressive scaling.

HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

> " **The results of the assessment provide a clearer direction on the main process areas our team should shine a spotlight on whilst keeping on track with our organisation priorities.**
>
> – **Diyls Chua**, GoGoX Singapore

LEVERAGE TECH TO IMPROVE LEARNING & DEVELOPMENT STRATEGY

The group faced numerous challenges in their learning and development (L&D) efforts, owning to a large and diverse workforce as well as manpower and operational constraints. In-person training required their staff to absorb a large amount of content within one sitting.

After working with a **consultant for an HCDT assessment**, they revamped their L&D strategy and enhanced their systems.

Benefits & Impacts

» **Bite-sized modules** with easy navigation helped trainers to effectively reach and engage staff.

» Every staff now has access to the **latest training materials** on their phones.

» Reduction in manhours spent from 3303-man hours to 1670-man hours; almost a **50% increase in productivity**.

» **Improve internal communication** and collaboration as well as employee engagement.

HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

## HR Strategy & Workforce Planning

Design and manage a HR strategy and workforce planning approach which enables value creation to achieve the organisation's purpose and business objectives with the desired employee experience.

Organisation Development

Design or change the way an organisation is set up (structure, people, process, and system), and the culture this creates, to deliver on the organisation's purpose and business objectives.

Job Redesign
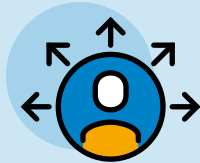
Evaluate the structure and design of job roles in order to maximise productivity, leverage technology and create purposeful job roles which meaningfully engage employees.

The increasing recognition of HR's strategic importance in driving organisational success has led to a shift in the role of HR, with greater emphasis on playing a more advanced role as strategic partners. HR now takes the driver's seat, partnering with senior business leaders to make critical decisions and navigate business success.
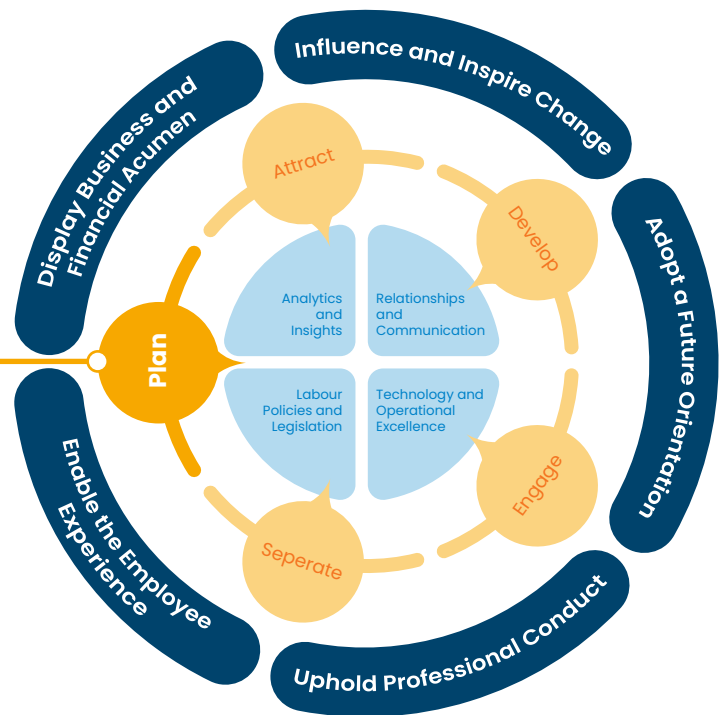

- ● Mindsets and behaviour
- ● Functional competency
- ● Foundational competency

To uplift the entire human resource community, the IHRP Body of Competencies[3] framework serves as the basis for HR professionals to build their careers and for organisations to establish robust and people-centric practices. The Body of Competencies offers valuable insights into the nature of HR roles, encompassing a wide spectrum of skills, from strategic thinking to the ability to leverage advanced technologies. There are a total of three competency levels namely, Mindsets and Behaviours Competencies, Functional Competencies and Foundational Competencies. Under the Functional Competencies lies the "Plan" pillar which relates to how the HR function designs and manages HR strategy and workforce planning. The "Plan" pillar is further split into three sub-categories known as HR Strategy and Workforce Planning, Organisation Development and Job Redesign.

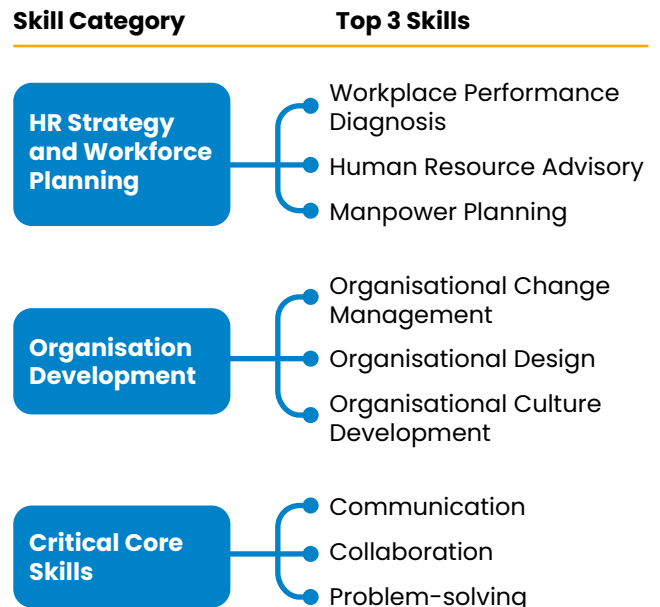# HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

The evolving role of HR is evident in the HR job postings which reflected an increased demand in skills supporting HR Strategy and Workforce Planning (up 130%) and Organisation Development (up 96%).
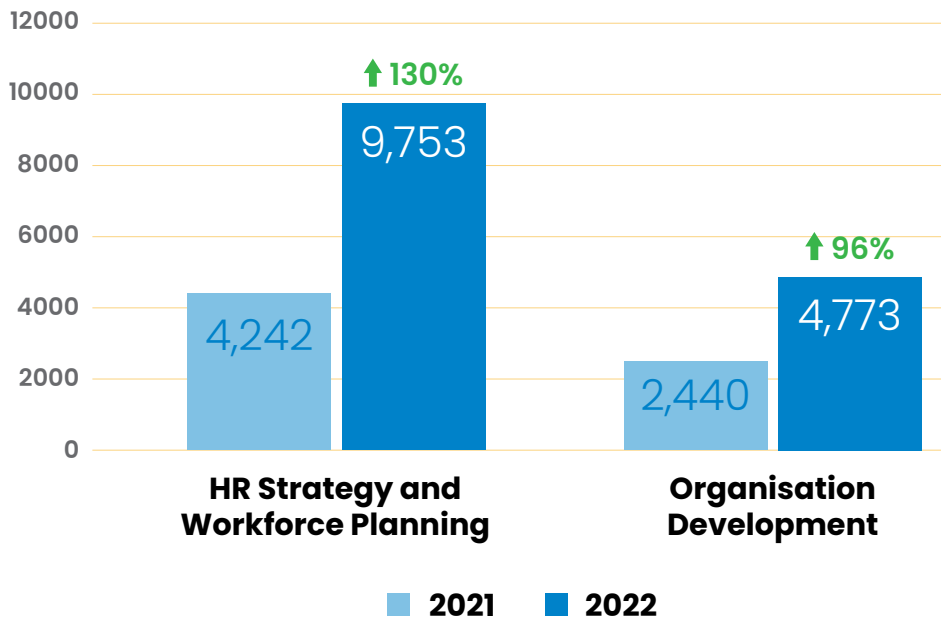
Count of skills from HR job postings are mapped to IHRP Body of Competencies.

Source: SkillsFuture Singapore & IHRP

Supporting skills in HR Strategy and Workforce Planning and Organisation Development such as *Workplace Performance Diagnosis* and *Organisational Change Management*, enable organisations to identify and address performance issues, optimise talent resources, and manage change for organisational success. Complementing this, *Organisational Design* and *Culture Development* skills help to build a culture that fosters strong and long-term relationships with employees and in turn, contributes positively to the employer value proposition. In addition, Critical Core Skills in *Communication, Collaboration and Problem-solving* are highly valued in the hiring of today's HR, as these skills strengthen HR capabilities in partnering with their stakeholders.

Skill Category	Top 3 Skills
HR Strategy and Workforce Planning	Workplace Performance Diagnosis
	Human Resource Advisory
	Manpower Planning
Organisation Development	Organisational Change Management
	Organisational Design
	Organisational Culture Development
Critical Core Skills	Communication
	Collaboration
	Problem-solving

Source: SkillsFuture Singapore & IHRP

HR AT THE HELM: NAVIGATING BUSINESS SUCCESS

As HR takes on a more advanced role as strategic partners, it is clear that the modern HR team, now in the driver's seat, plays a critical role in ensuring business competitiveness in the dynamic contemporary workplace.

> **"As digital transformation shifts HR functions into the digital realm and allows HR practitioners to reap the benefits of efficiency, we must not forget that HR supports the people.**
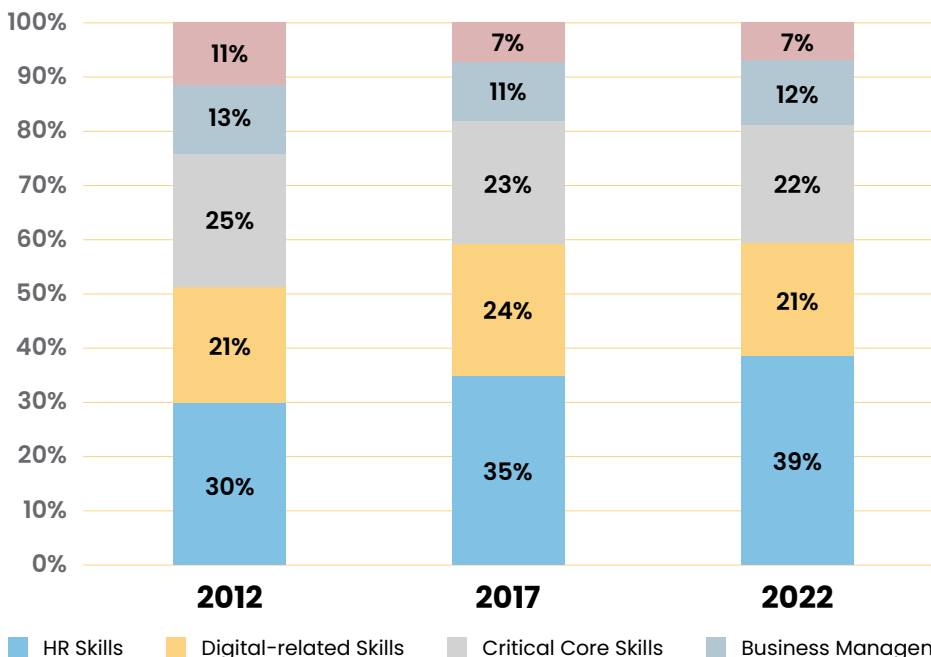>
> – **Damian Lim**, National Trades Union Congress

2 DIGITAL SKILLS: A PRE-REQUISITE FOR MODERN HR PROFESSIONALS

The advancements in technology have reshaped HR practices. With the emergence of new technology and software, menial tasks such as payroll processing can now be automated with Human Resource Information Systems (HRIS), while chatbots handle common staff queries. Such automation saves time, minimises human error and enhances employee productivity. Furthermore, HR can gain valuable data insights for more informed decision-making, optimised strategies, and effective programmes.

The growing market expectation for HR professionals to acquire more digital skills is evident in 2017 where businesses embarked on their digital transformation. This demand has since sustained and today, digital-related skills are as highly sought-after as critical core skills in the hiring of HR professionals, emphasising the growing recognition that HR professionals must equip themselves with these skills to meet the evolving needs of the modern workplace.

Skills Demand of HR Professionals

	2012	2017	2022
Operations Management	11%	7%	7%
Business Management	13%	11%	12%
Critical Core Skills	25%	23%	22%
Digital-related Skills	21%	24%	21%
HR Skills	30%	35%	39%

Legend: HR Skills · Digital-related Skills · Critical Core Skills · Business Management · Operations Management

Note:

Skills clusters take reference from SkillsFuture Singapore's Skills Demand for Future Economy 2023/24. Digital-related skills include Data Management and Apps & Tools skills clusters.

DIGITAL SKILLS: A PRE-REQUISITE FOR MODERN HR PROFESSIONALS

This highlights the critical role HR plays in driving organisations' digital transformation. It is essential for HR professionals to embrace continuous learning and adaptability to remain effective in this dynamic landscape. As HR functions continue to digitalise, HR professionals should have a basic understanding of the following top five digital skills to ensure that they stay relevant.

Digital Skill	Description of Skill	Tasks
Human Resource Digitalisation	Innovate human resource (HR) processes and practices through digitalisation by evaluating its impact on the delivery of HR services.	» Automate menial tasks such as payroll, leaves and claims or e-learning courses as part of induction. » Link HR practices to revenue and profits, not just to engagement and turnover.
Big Data Analytics	Analyse and validate significant volumes of data to discover and quantify patterns and trends to improve business operations.	» Find correlations between attrition and engagement data across different job roles. » Look at factors such as workload and environment and see how they affect satisfaction and engagement rates.
Data Protection Management	Develop and implement a Data Protection Management Programme to comply with the Personal Data Protection Act 2012.	» Ensure that employee data is properly governed with standards that are constantly reviewed. » Understand the sensitivity of specific data such as performance grading and salary.
Data and Information Management	Gather and use data and information for planning, monitoring and review.	» Gather feedback from employees to curate better work activities. » Implement employee-manager feedback surveys to better understand work relationships.
Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate human resource-related insights and projections to support the business.	» Use predictive analytics to predict attrition or employee engagement. » Use statistical modelling to test for significant differences between employee groups.

Source: SkillsFuture Singapore & IHRP

DIGITAL SKILLS: A PRE-REQUISITE FOR MODERN HR PROFESSIONALS

Beyond acquiring digital competencies, HR professionals must also keep an eye on the applications and tools that are ever-evolving in the landscape. **The adoption of new tools is essential to streamline operations, enhance employee experiences and extract actionable insights from data**. Here are the top three applications that are commonly used by HR professionals today.

Tool	Description of Tool	Task
Mind Your Own Business (MYOB)	A software application designed to manage finances and accounting tasks. Provides tools for recording income, tracking payments, handling payroll and generating reports.	» Handle payroll tasks including calculating salaries, deductions, and taxes for employees. » Track and manage expenses related to employee claims, travel, and business-related costs.
Workday	A cloud-based software platform designed for HR and finance management. It offers a suite of tools to help organisations manage various HR functions such as payroll and workforce planning.	» Process employee payroll efficiently with automated calculations, tax deductions and ensuring timely payments. » Track job applicants, manage interviews and evaluate candidate qualifications.
Enterprise Resource Planning System (ERP)	A software that manages various aspects of operations such as finance, and HR. It acts as a central hub that connects different departments within a business, streamlining processes and sharing of data.	» Manage employee data, including personal information, performance evaluations and benefits. » Include modules for recruitment and applicant tracking, making it easier for HR to manage candidate applications.

Note: Microsoft Office is excluded as it is a commonly used tool.   Source: SkillsFuture Singapore & IHRP

As organisations navigate the complexities of evolving technologies, skill-centric talent strategies become more paramount. As architects of organisation people development, HR is a catalyst for aligning workforce capabilities with the demands of emerging technologies. This strategic role underscores the role that HR teams play as invaluable partners in ensuring an adept workforce for organisation success. Employers that invest in the skill development of their workforce enhance the productivity and agility of their workforce, broadening their talent pool. This, in turn, will increase the business's competitive advantage and strengthen its position as an employer of choice, solidifying the organisation's resilience and excellence in the face of technological evolution.

BUILDING A SKILLS-BASED ORGANISATION WITH TECHNOLOGY

Commonwealth CONCEPTS

A significant challenge faced by Commonwealth Concepts involves conducting a training needs analysis for the current team, a process that has traditionally been done manually and proves to be time-intensive.

After engaging JobKred, a skills-based software company that **eliminates many processes** in between, the team were able to **identify skills gaps** and send the relevant employees to the respective courses based on recommendations by the system to **upskill the employees**.

Benefits & Impacts

» Implementation of JobKred software allows the Learning & Development team to save time and **enhance their day-to-day efficiency** to be **better strategic partners** for the other teams.

» Leveraging JobKred's **data analytics capabilities** enabled the HR team to identify that approximately 68% of employees meet the **skill requirements for their respective roles**.
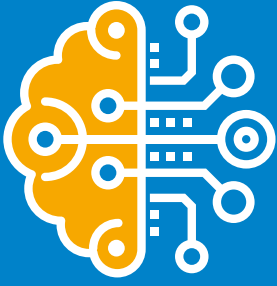
While certain HR tasks can be automated and streamlined through technological advancements, it is imperative for HR professionals to not only acknowledge this change but also embrace it. By harnessing the power of technology strategically, HR can become a pivotal force in driving organisational success. From data analytics to recruitment tools and employee platforms, technology offers the potential to enhance efficiency, foster innovation, and ultimately contribute to the business's growth.

3 RIDING THE WAVE OF GENERATIVE AI THROUGH THE HR LENS

Besides digital skills, the advent of AI has gained significant attention and traction in recent times. The launch of ChatGPT saw millions of adopters in the first month of release. With its capabilities, utilising generative AI is proof that organisations need to step up and follow the way of technology. **The skill "AI Application" has experienced an upward trend in HR job postings over the past 5 years with a 97% increase from 2021 to 2022.**

This increment is aligned with the National AI Strategy 2.0 which aims to uplift the AI competencies in Singapore as businesses start to incorporate AI into their work. The national strategy will look into anchoring new AI Centers of Excellence, upskilling the workforce through sector specific AI training programmes and building capabilities in data services in Singapore[4].
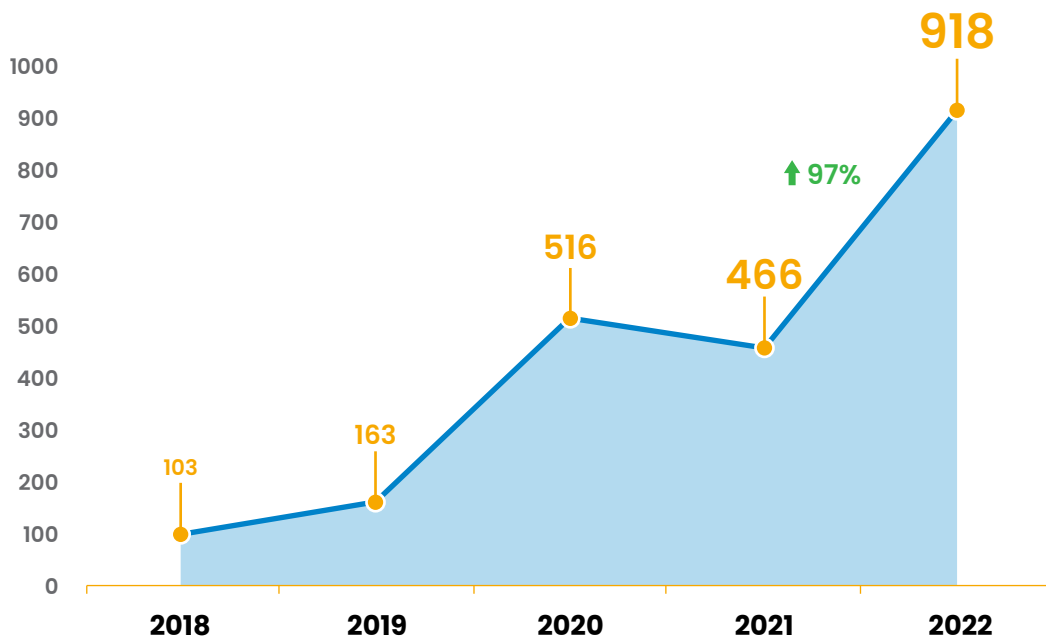
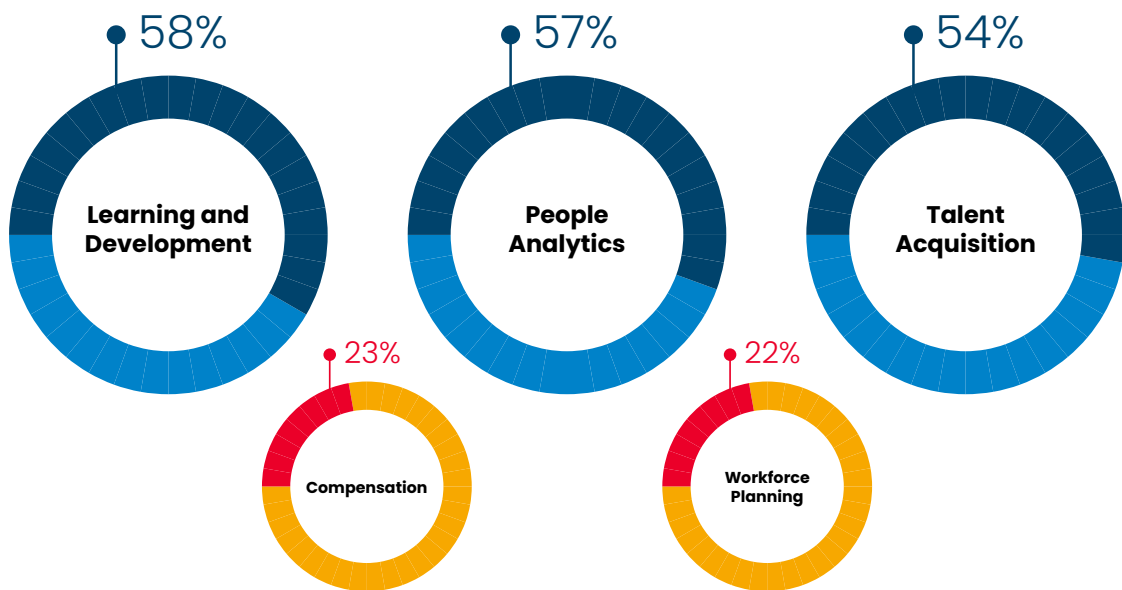Count of "AI Application" Skill in HR
Job Postings from 2018 to 2022

Source: SkillsFuture Singapore & IHRP

On the individual level, HR professionals can enhance the efficiency of their day-to-day tasks by simply mastering the practical use of AI platforms without the necessity of understanding the technical aspects. However, as HR becomes more strategic partners of the organisation, HR professionals are and will be instrumental in navigating the intersection of organisation development and the integration of GenAI, ensuring a synergy between human talents and technology.

RIDING THE WAVE OF GENERATIVE AI THROUGH THE HR LENS

In a study supported by IHRP, the Institute for Corporate Productivity (i4cp), shed light on the impact of generative AI within the realm of HR[5]. The study conducted found that there is almost no area of HR that will remain untouched by the impending AI revolution, as asserted by employers. AI will affect all aspects of HR with foremost HR functions being learning and development (58%), people analytics (57%) and talent acquisition (54%). Equally noteworthy are the forthcoming HR functions of compensation (23%) and workforce planning (22%).

Let's delve into concrete examples of how AI can reshape these HR functions.

Period	HR Functions	Tasks
Present	Learning and Development	» Personalised learning pathways for employees by recommending specific courses based on employee skill sets and preferences. » Assess skills of the workforce and identify gaps in knowledge, helping HR to develop targeted training programs to address the gaps.
Present	People Analytics	» Analyse historical data, employee feedback and other variables to predict which factors are contributing to employee engagement. » Flag out employees at risk of leaving, allowing HR to take preventive measures by analysing job satisfaction, performance metrics and external market factors.

RIDING THE WAVE OF GENERATIVE AI THROUGH THE HR LENS

Period	HR Functions	Tasks
Present	**Talent Acquisition**	» Efficiently scan and filter through large volumes of resumes, identifying top candidates based on specific job requirements. » Create chatbots to engage with job applicants, answer queries or even conduct initial interviews, freeing up HR personnel for more strategic tasks and providing a seamless candidate experience.
Upcoming	**Compensation**	» Benchmark salary by analysing industry data for specific roles, ensuring that the business remains competitive in attracting and retaining talent. » Help identify potential diversity pay gaps within the organisation, ensuring fair practices and compliance with regulations.
Upcoming	**Workforce Planning**	» Predict future staffing needs based on historical workforce data and external market trends to help plan for recruitment and other strategies accordingly. » Assess employee performance and potential career paths to assist in identifying high-potential employees for leadership or management roles.

Source: Institute for Corporate Productivity (i4cp) & IHRP

AI-POWERED SOLUTIONS FOR RECRUITMENT AND TRAINING

BNF Group faced challenges in recruitment and training of new employees. **Conducted HCDT** and sought an innovative approach to enhance efficiency and streamline HR operations with the use of Generative AI.

AI was employed to **help in recruitment by generating interview questions**, including scenario-based inquiries. AI solutions were also used to help **facilitate the training processes** with the creation of e-learning modules and induction training for onboarding purposes.

Benefits & Impacts

» **Reduction in man hours** spent on HR operations by **30%** which concurrently **reduced training costs** and **increased onboarding speed**.

» Increment in productivity enabled the HR team to be **more strategic-centric**, focusing more on employee engagement with better curated programs for employees.

RIDING THE WAVE OF GENERATIVE AI THROUGH THE HR LENS

With the time and effort saved, processes running via automation and timely schedules, more could be done from the strategic point of view. With the growth of the digitalised economy and the pursuit of HR Digitalisation, skills such as *HR Digitalisation* have risen in demand to facilitate this transformation. Therefore, as HR continues to transition towards becoming strategic partners in their organisations, the job skills required will evolve to match the needs of HR in its new role in the digitalised economy.

The increasing integration of AI in recruitment, training, and engagement processes offers unparalleled efficiency and data-driven decision-making. However, it also raises profound ethical concerns. AI systems, if not carefully designed and monitored can erode trust, as employees may feel their data is used without their consent or for purposes, they find invasive. Moreover, AI algorithms have the potential to filter out candidates based on narrowly defined parameters causing a potential limitation in the talent pool.

Hence, while AI can undoubtedly optimise HR processes, it is vital to remember that at the core of any organisation are its people. HR departments must play a pivotal role in ensuring that AI is used ethically and transparently in fostering a workplace environment where employees feel valued, supported, and heard. In the end, the human touch, empathy, and ethical guidance provided by HR professionals remain indispensable to create a workplace that genuinely supports its people.

IHRP RESOURCES

HR professionals have long been vital elements of any organisation and will increasingly play a greater role in the strategic developments of organisations in the digitalised economy. **Over at IHRP, we have numerous resources that aim to help both HR professionals and HR teams elevate their capabilities, be it on an individual or a group level.**

Offering	How can it help me?	Who should sign up for it?	To read more
Certification	» A national endorsed and internationally recognised certification » Equips individuals with HR knowledge and exposure to industry leading practices	» Current HR professionals » Professionals wanting to get into the HR field » Companies that want to enhance their HR's capabilities	
Human Capital Diagnostic Tool (HCDT)	» Offers insights into your human capital's maturity » Considers your business priorities » Identify gaps in your human capital processes and provide recommendations	» Companies that want to elevate their HR's capabilities » Companies that want to understand their current state of human capital maturity	

IHRP RESOURCES

Offering	How can it help me?	Who should sign up for it?	To read more
Playbooks	» A one-stop resource packed with use cases and toolkits » Written in a laymen, non-technical language with local use cases	» Current HR professionals » Companies with smaller HR teams that want to level the businesses' capabilities	
Skills Badge	» Ensure that HR team is accredited with right skills » Affirm skills in emerging HR topics	» Current HR professionals » Professionals wanting to get into the HR field » Companies that want to level their HR's capabilities	
Job Redesign Centre of Excellence (JRCoE)	» Serve as a central enabler to further workforce transformation through driving job redesign initiatives and efforts » Equip companies with capabilities to embark on job redesign exercises by developing industry relevant resources such as Capability Development Workshops and Step-by-Step JR guides	» Companies that are embarking on Enterprise and Workforce Transformation initiatives » Business leaders and HR professionals who want to equip themselves with capabilities to undertake job redesign exercises	

Digitalisation is reshaping the world at an unprecedented pace, and at the epicenter of this shift stands Human Resources. In this era, HR must transition from a traditional support function to a strategic powerhouse, balancing the coexistence of technology and human capital. By forging a partnership between HR and technology, organisations can unleash untapped potential, elevate performance, and navigate the complex challenges of our digital age with confidence. It's a transformation that not only ensures the survival but also the thriving of organisations in this ever-evolving landscape.

https://go.gov.sg/r7abje

Scan this QR code to see courses for HR skills.

https://go.gov.sg/myoll-ccs-courses

Scan this QR code to see courses for Critical Core Skills (CCS).

ADDITIONAL RESOURCES

Area of Development	Resources / Course	Links / Contacts
Digitalisation of HR	Digital HR Certificate Programme	https://www.aihr.com/courses/digital-hr-certificate/
	Manage Human Resource Analytics	SNEF: trg@snef.org.sg
Strategic Partnership	Strategic HR Certificate Leadership Programme	Admissions@aihr.com
	Transformational Organisational Change	SNEF: trg@snef.org.sg
Transforming Businesses and Workplace in the Digital Economy	Human Resources Job Redesign Initiative	https://go.gov.sg/hrjr
	Digital Workplace: Business Process and Workflow Automation — Design, Deploy and Manage	https://www.ntuclearninghub.com/en-gb/-/course/digital-workplace-business-process-and-workflow-automation-design-deploy-and-manage
Career Conversion	Career Conversion Programme for Human Capital Professionals	With NTUC LearningHub: https://go.gov.sg/humancapitallhub With SNEF: https://go.gov.sg/humancapitalsnef
Skills and Career Development	Skills Demand for the Future Economy	https://go.gov.sg/sdfe2023report
	Skills Demand for the Future Economy Data Dashboard	https://go.gov.sg/sdfe-dashboard

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SkillsFuture Singapore uses labour market data and collaborates with industry partners to curate insights on jobs and skills matters.

GLOSSARY OF SKILLS

Skill Title	Description
AI Application	Apply algorithmic, statistical and engineer knowledge to integrate artificial intelligence into engineering process.
Big Data Analytics	Analyse and validate significant volumes of data to discover and quantify patterns and trends to improve business operations.
Change Management	Initiate and facilitate organisational changes and business transformation initiatives.
Collaboration	Manage relationships and work collaboratively and effectively with others to achieve goals.
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.
Data and Information Management	Gather and use data and information for planning, monitoring, and review.
Data Protection Management	Develop and implement a Data Protection Management Programme to comply with the Personal Data Protection Act 2012.
Employer Branding	Develop employer brand proposition and strategies in alignment with the organisation's long-term strategic objectives and desired culture.
Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate human resource-related insights and projections to support the business.
Human Resource Digitalisation	Innovate human resource (HR) processes and practices through digitalisation by evaluating its impact on the delivery of HR services.
Human Resource Practices Implementation	Implement of human resource (HR) practices by integrating local and international requirements, guidelines and best practices.
Manpower Planning	Estimate and fulfil manpower requirements to achieve business goals and targets.
Organisational Change Management	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable, and aligned with business objectives.
Organisational Culture Development	Facilitate the development of the desired organisational culture in alignment with the organisation's brand and business imperatives.
Organisational Design	Develop and facilitate the implementation of organisational design to ensure its effectiveness and alignment with stakeholders' priorities.
Performance Management	Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment.
Problem-Solving	Generate effective and efficient solutions to solve problems and capitalise on new opportunities.
Talent Management	Drive talent management strategies and programmes to identify, develop, review and retain talent to meet the current and future organisational needs.
Workplace Performance Diagnosis	Assess workplace, organisational and industry context to drive workplace performance.

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ABOUT IHRP

The Institute for Human Resource Professionals (IHRP) is set up by the tripartite partners: the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF) to professionalise and strengthen the HR practice in Singapore.

MINISTRY OF MANPOWER   ntuc National Trades Union Congress   SNEF

IHRP implements several national human capital programmes, such as IHRP Certification, Skills Framework for HR, and Human Capital Diagnostics Tool (HCDT).

IHRP Certification   **Skills Framework for HR**   **Human Capital Diagnostics Tool (HCDT)**
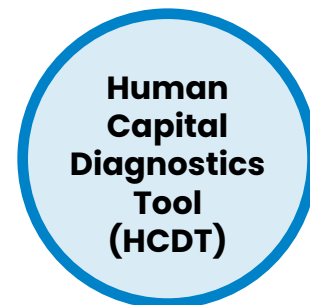
IHRP has the goal of setting the HR standards of excellence, developing HR as a strategic enabler of business and workforce transformation, and fostering a vibrant HR services eco-system to drive innovation and change. Through the IHRP Certification and other national programmes, IHRP aims to enhance the competencies of HR professionals, as well as create developmental and professional pathways for them. This will professionalise and strengthen the HR practice in Singapore, allowing HR professionals to be key enablers in their organisations.