

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - HEAD, LEARNING AND ORGANISATION DEVELOPMENT			
Sector	Human Resources		
Track	Learning and Organisation Development		
Occupation	Head		
Job Role	Head, Learning and Organisation Development		
Job Role Description	<p>The Head, Learning and Organisation Development is responsible for establishing the organisation's learning and development strategy and recommending organisational design and/or change interventions to deliver business strategies and plans effectively. He/She allocates the budgets for learning and development programmes to build capabilities in the organisation. He influences stakeholders to redesign the organisational model and spearheads organisational change interventions to drive the organisation's vision, mission and business strategies. As a department head, he is responsible for setting the direction and articulating goals and objectives for the team, and driving the integration of Skills Frameworks across the organisation's learning programmes.</p> <p>The Head, Learning and Organisation Development is an inspirational leader with a forward-thinking mindset and a deep passion for developing organisational and people capabilities. He establishes and communicates a clear vision, and is highly skilled in influencing and engaging stakeholders to secure their buy-in and support.</p>		
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Learning and Development, SP Construct learning and development programmes to equip people with the right capabilities and prepare them well for the work they are assigned to perform.	Engage with business leaders to seek clarity on business strategy and develop organisational learning and development strategies based on organisation's current and future business and skill requirements.	In accordance with: • Central Provident Fund Act • Employment Act • Employment of Foreign Manpower Act • Employment of Foreign Manpower (Work Passes) Regulations • Fair Consideration Framework • Industrial Relations Act • Retirement and Re-employment Act • Workman Injury Compensation Act • Workplace Safety and Health Act
		Develop financial budget for learning and development and prioritise spending to invest on strategic organisational capabilities to enable current and future business strategy and objectives.	
		Showcase financial budget and return of investment on all learning and development interventions.	
		Monitor and assess the business impact of learning and development strategy and programmes in developing organisation capabilities to meet current and future business needs.	
	Organisation Development, SP Design or change the way an organisation is set up (structure, people, process, and system) to deliver its vision, mission, strategy and plans in an effective and efficient manner.	Develop the business case for organisational development or change interventions to enhance the operational resilience and effectiveness of the organisation.	
		Recommend or design organisational change diagnostic tools to assess the organisation's capability and agility to respond to organisational changes	
		Align organisation development and/or change interventions to business strategy, needs and goals.	
		Establish an organisation development or change management delivery model that addresses all the organisational development and change management needs.	
	Cross Cultural Management, SP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Engage sponsors, leaders and key stakeholders for sponsorship and alignment on the rationale and key benefits of organisational development and/or change efforts.	
		Advocate diversity and inclusion campaigns to raise awareness and foster an inclusive employment culture.	
		Identify opportunities to raise the corporate branding and profile around diversity and inclusion through communications with internal and external stakeholders.	
	Analytics and Insights, SP Deploy a range of data mining tools and analytical techniques to create management information, business insights, and projections for HR and manpower planning purposes.	Champion HR activities with a global mindset while being aware of local culture sensitivities and needs.	
		Perform trend analysis by understanding the competitive environment in which the business interacts.	
		Look across a series of data and anticipate implications of business activity on HR practices.	
		Perform market sensing by obtaining and maintaining knowledge of competitive practices within relevant labour markets such as industry, local, and professional competitors.	
		Understand the business strategy and determine its implications on the workforce.	
		Recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees interests are maintained.	
		Review and develop future-ready Human Resource policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to meet business needs.	
		Recommend HR policies, practices or strategies that competitively position organisation as an employer of choice.	
Assess the extent of in-house HR analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.			
Relationships and Communication, SP Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.	Review employee data handling practices and processes to ensure compliance with employee data protection policy and ethical guidelines to ensure privacy of confidential employee data.		
	Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organisation-wide communications strategy.		
	Communicate HR and business strategies using clear language that engages others in the view of the future.		
	Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.		
	Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.		
	Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.		
	Understand organisational and individual challenges, help the senior leaders to define the problem and identify root cause of the people related issues.		
	Provide resources to advise senior leaders to determine the appropriate course of action in people related matters.		
Technology and Operational Excellence, SP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.	Establish relationships with senior leaders to build trust and understand their needs.		
	Conduct a diagnosis of HR function effectiveness in addressing the current and future needs of the business and the people.		
	Design a target operating model for HR by analysing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adopting HR technology solutions.		
	Lead HR transformation programmes, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service and operational excellence.		

		Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.		
	Integrate Skills Frameworks across learning and organisational development plans and programmes	Establish Learning & Development strategy in accordance with Skills Framework components		
		Align learning programmes with Skills Framework components		
		Secure buy-in from senior stakeholders on the integration of the Skills Framework in organisation development interventions		
	Manage team operations and performance	Establish long-term objectives for the learning & organisational development function that align with the strategy of the organisation		
		Establish the operating and resourcing structure for the function to support the organisation's objectives		
		Manage budget for the function's activities and allocate to different teams and projects		
		Lead team to translate business strategy into annual performance goals and departmental objectives		
		Provide coaching and guidance to subordinates		
		Approve workflow improvement solutions and recommendations for the learning & organisation development function		
		Approve recommendations on changes to the function's operations and the required resources		
		Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits		
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies	
	Business Acumen	Level 5	Leadership	Advanced
	Career Coaching	Level 5	Developing People	Advanced
	Career Framework Design	Level 5	Decision Making	Advanced
	Competency Framework Development	Level 5	Communication	Advanced
	Data Governance	Level 5	Interpersonal Skills	Advanced
	Diversity and Inclusion Management	Level 4		
	Employee Communication Management	Level 4		
	Financial Acumen	Level 4		
	Human Resource Advisory	Level 5		
	Human Resource Analytics and Insights	Level 4		
	Human Resource Digitalisation	Level 5		
	Human Resource Policies and Legislation Framework Management	Level 5		
	Human Resource Practices Implementation	Level 4		
	Human Resource Service Quality Management	Level 5		
	Human Resource Strategy Formulation	Level 5		
	Leadership Development	Level 6		
	Learning and Development Programmes Management	Level 5		
	Learning and Development Strategy	Level 5		
	Operational Excellence	Level 5		
	Organisational Change Management	Level 5		
	Organisational Culture Development	Level 5		
	Organisational Design	Level 6		
	Organisational Diagnosis	Level 6		
	Organisational Strategy Development	Level 5		
	Project Management	Level 5		
	Risk Management	Level 5		
Skills Framework Adoption	Level 5			
Stakeholder Engagement and Management	Level 5			
Strategic Workforce Planning	Level 5			
Technology Integration	Level 5			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			