

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - MANAGER, LEARNING & ORGANISATION DEVELOPMENT			
Sector	Human Resource		
Track	Learning and Organisation Development		
Occupation	Manager		
Job Role	Manager, Learning and Organisation Development		
Job Role Description	<p>The Manager, Learning and Organisation Development is responsible for developing learning and development plans, based on the assessment of development areas for the workforce to meet business requirements. He/She liaises with stakeholders to communicate and implement organisation development and/or change interventions to ensure that the organisation's strategy and plans are delivered in an effective and efficient way. In addition, he is responsible for managing team operations and performance, and leverages Skills Frameworks in creating learning roadmaps and integrating with learning programmes under the team's purview.</p> <p>The Manager, Learning and Organisation Development is passionate about building capabilities in others, and harnesses appropriate resources to do so. He is highly skilled at engaging and building relationships with others within, and beyond, his team, thereby promoting a collaborative and co-operative work environment.</p>		
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	<b>Learning and Development, CP</b> Construct learning and development programmes to equip people with the right capabilities and prepare them well for the work they are assigned to perform.	Conduct learning needs analysis to assess their current capabilities and areas of development required to deliver against the organisation's strategy, business restructuring and future plans	<ul style="list-style-type: none"> <li>In accordance with:               <ul style="list-style-type: none"> <li>Central Provident Fund Act</li> <li>Employment Act</li> <li>Employment of Foreign Manpower Act</li> <li>Employment of Foreign Manpower (Work Passes) Regulations</li> <li>Fair Consideration Framework</li> <li>Industrial Relations Act</li> <li>Retirement and Re-employment Act</li> <li>Workman Injury Compensation Act</li> <li>Workplace Safety and Health Act</li> </ul> </li> </ul>
		Develop customised learning and development strategies, plans and curricula to improve overall workforce capabilities for current and future roles, and to promote lifelong learning	
		Recommend and implement innovative and creative learning and development channels and technology to engage learners and increase the effectiveness of learning and development interventions.	
		Equip supervisors and line managers with the skills and tools to mentor, train and provide job coaching.	
		Analyse learning effectiveness evaluation data to derive insights on the effectiveness and return on investment of learning and development programmes and recommend improvement actions to improve workforce capabilities.	
	<b>Organisation Development, CP</b> 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.	Conduct organisational diagnosis to assess and analyse the current state and identify opportunities for organisation development and/or change interventions.	
		Propose, plan and execute organisation development and/or change interventions to drive and facilitate organisation development and/or change.	
		Monitor the progress and evaluate the effectiveness of organisation development and or change interventions.	
		Execute broad based communications strategy to articulate the business case, importance and impact of organisation development and/ or change interventions on the overall business objectives.	
		Conduct stakeholder analysis and execute stakeholder engagement activities to manage highly influential stakeholders to support organisation development and/or change interventions.	
	<b>Cross Cultural Management, CP</b> Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at workplace.	
		Plan and execute diversity and inclusion related activities that are compliant with diversity and inclusion policies and embrace diversity and inclusion culture.	
		Contribute towards building the corporate branding for diversity and inclusion in all communications with stakeholders, respecting differences in perspectives and opinions, and working towards a mutually agreed outcome.	
	<b>Analytics and Insights, CP</b> Deploy a range of data mining tools and analytical techniques to create management information, business insights, and projections for HR and manpower planning purposes.	Promote effective working relationships with people of diverse race, language, religion or cultures, embracing differences in perspectives, traditions and culture, and adopting an open mindset at all times.	
		Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.	
Resolve data availability and data quality challenges with data cleansing techniques.			
Analyse financial and HR data by employing data mining, modelling, predictive analytics, and benchmarking tools and techniques to create insights and foresights to guide decision-making.			
Correlate financial and HR data to design HR metrics, identify causal relationships, analyse trends, develop forecasts and projections, and draw insights and foresights for decision-making.			
Develop insightful presentation derived from data analytics and HR metrics benchmarking using dashboards or data visualisation tools.			
Keep abreast of local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.			
<b>Relationships and Communication, CP</b> Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.	Derive relevant insights from analysis and recommend enhancements to the organisation's HR practices taking into consideration the business context and operating environment.		
	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.		
	Develop communication material/ information kits for the HR programmes/ activities to convey desired messages clearly and effectively to the targeted audience.		
	Present and communicate with impact and empathy through clarity in messages, and engaging audience through active listening and inquiry.		
	Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.		
	Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.		
	Develop positive working relationships with people through strong inter-personal skills.		
	Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.		
<b>Technology and Operational Excellence, CP</b> Deliver effective HR services in a cost efficient manner through an optimal and	Build trust (being a trusted advisor) through assisting key stakeholders in solving people related issues successfully.		
	Review the range of HR services against their corresponding HR service delivery channels critically to identify opportunities for continuous improvement of service quality or costs reduction.		
	Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies.		

	<p>Implement HR transformation programmes to improve the effectiveness of HR service delivery and cost efficiency for the organisation.</p> <p>Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.</p>				
	<p>Leverage Skills Maps of the Skills Frameworks to identify learning gaps and develop competency frameworks</p> <p>Create learning roadmaps with reference to Career Maps and Skills Maps of the Skills Framework</p> <p>Develop learning programmes and channels with reference to Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Frameworks</p> <p>Plan organisation development interventions in accordance with Skills Maps of the Skills Frameworks</p>				
	<p>Translate the long-term objectives for the Learning &amp; Organisational Development function into tactical plans</p> <p>Manage team resources to ensure adequate staffing and capability levels</p> <p>Monitor the function's financial inflow and outflow against allocated budgets and forecasts</p> <p>Set individual objectives, periodically reviewing and assessing performance of direct reports</p> <p>Provide coaching and advice to junior team members</p> <p>Assess feasibility of proposals to improve internal workflows</p> <p>Justify the resources required to support changes in resources, procedures, systems, or technology within the function</p> <p>Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals</p>				
	<p><b>Technical Skills &amp; Competencies</b></p>		<p><b>Generic Skills &amp; Competencies</b></p>		
	Business Acumen		Level 4	Developing People	Intermediate
	Career Coaching		Level 4	Interpersonal Skills	Advanced
	Career Framework Design		Level 4	Communication	Advanced
	Competency Framework Development		Level 4	Teamwork	Intermediate
	Data Collection and Preparation		Level 4	Resource Management	Intermediate
	Data Governance		Level 4		
	Diversity and Inclusion Management		Level 3		
	Employee Communication		Level 3		
	Financial Acumen		Level 3		
Human Resource Advisory	Level 4				
Human Resource Analytics and Insights	Level 3				
Human Resource Digitalisation	Level 4				
Human Resource Policies and Legislation Framework Management	Level 4				
Human Resource Practices Implementation	Level 3				
Human Resource Service Quality Management	Level 4				
Human Resource Strategy Formulation	Level 4				
Leadership Development	Level 5				
Learning and Development Programmes Management	Level 4				
Learning and Development Strategy	Level 5				
Learning Needs Analysis	Level 4				
Operational Excellence	Level 4				
Organisational Change Management	Level 4				
Organisational Culture Development	Level 4				
Organisational Design	Level 5				
Organisational Diagnosis	Level 5				
Project Management	Level 4				
Risk Management	Level 4				
Skills Framework Adoption	Level 4				
Stakeholder Engagement and Management	Level 4				
Strategic Workforce Planning	Level 4				
Talent Capability Assessment	Level 4				
Technology Integration	Level 4				

**Programme Listing**

For a list of Training Programmes available for the Human Resource sector, please visit: [www.skillsfuture.sg/skills-framework/hr](http://www.skillsfuture.sg/skills-framework/hr)