

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
SKILLS MAP - HEAD, OPERATIONS AND TECHNOLOGY**

Sector	Human Resources		
Track	Operations and Technology		
Occupation	Head		
Job Role	Head, Operations and Technology		
Job Role Description	<p>The Head, Operations and Technology formulates and leads the implementation of organisation-wide human resource (HR) operational policies, procedures and systems initiatives. He/She determines the criteria and measures to evaluate effectiveness of HR systems and leads communication of HR systems updates and changes to senior business leaders. He conceptualises new data models and reviews data-based recommendations to select optimal solutions to address business needs.</p> <p>The Head, Operations and Technology adopts a broad, global perspective and synthesises knowledge from multiple domains to arrive at holistic solutions to optimise the organisation's HR processes and systems. He is a forward-thinking leader who exercises sound judgement and defensible logic to influence others and secure their buy-in.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Implement strategic HR initiatives	Formulate organisation-wide HR operational policies, procedures and systems initiatives	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
		Assess HR function's capability and readiness in operationalising strategic HR initiatives	
		Evaluate emerging technology against HR operations needs and infrastructure capabilities	
		Articulate considerations on the operationalisation of initiatives to shape strategic HR direction and programmes	
		Evaluate potential operational impact of strategic HR initiatives on relevant HR functions	
		Align technology initiatives to business strategies	
		Drive digitalisation and automation initiatives for HR programmes and processes	
	Implement HR systems	Establish objectives of organisation's HR systems	
		Identify business priorities in using HR systems	
		Prioritise trends in alignment with organisational context and objectives	
		Set budgets for HR systems	
		Finalise selection of HR systems that meets requirements and budget considerations	
		Review implementation plan to ensure integration with other systems in organisation	
		Obtain senior business leaders' buy-in and support for the adoption of HR systems	
	Evaluate effectiveness of HR processes and systems	Determine criteria and measures to evaluate effectiveness of HR processes and systems	
		Identify compliance requirements for the HR systems	
		Evaluate impact of changes in HR processes and systems on other business processes	
		Approve changes to the HR processes, systems and corresponding HR policies	
		Lead communication of HR process changes and system updates to senior business leaders	
		Determine renewal or termination of current vendors based on an evaluation of HR systems' performance and effectiveness	
		Run HR analytics	Define the business issue requiring HR data analysis
	Conceptualise new data models that address business needs		
	Derive business insights from HR data analytics		
	Review data-based recommendations to select optimal solutions		
	Lead decision-making with relevant stakeholders to improve and enhance business and HR performance		

<p>Critical Work Functions and Key Tasks / Performance Expectations</p>	<p>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.</p>	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.
		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.
	<p>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.</p>	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.
	<p>Technology and Operational Excellence, SP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.</p>	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.
	<p>Labour Policies and Legislation, SP Comply with employment laws and regulations that would impact the business and employees of the organisation.</p>	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.
	<p>Manage team operations and performance</p>	Advise on labour policies, employment legislation and their applications to senior business leaders to facilitate their understanding of compliance requirements.
		Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches.
		Establish long-term objectives and service standards for the operations and technology 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 service level agreements, performance goals and departmental objectives
		Provide coaching and guidance to subordinates
Approve workflow improvement solutions and recommendations for the operations and technology 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		

	Technical Skills & Competencies		Generic Skills & Competencies (Top 5)	
	Skills & Competencies	Business Acumen	Level 5	Leadership
Data Governance		Level 5	Transdisciplinary Thinking	Advanced
Diversity and Inclusion Management		Level 4	Communication	Advanced
Financial Acumen		Level 4	Decision Making	Advanced
Human Resource Advisory		Level 5	Global Mindset	Advanced
Human Resource Analytics and Insights		Level 5		
Human Resource Digitalisation		Level 6		
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		Level 5		
Human Resource Systems Management		Level 5		
Operational Excellence		Level 5		
Organisational Change Management		Level 5		
Organisational Culture Development		Level 4		
Organisational Design		Level 4		
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			
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			