

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - MANAGER, OPERATIONS AND TECHNOLOGY			
Sector	Human Resources		
Track	Operations and Technology		
Occupation	Manager		
Job Role	Manager, Operations and Technology		
Job Role Description	<p>The Manager, Operations & Technology is responsible for implementing and maintaining processes and systems that support strategic HR initiatives for the various HR functions. He/She evaluates the effectiveness of HR processes and systems and liaises with various departments to understand their data reporting and analysis requirements. He sets objectives for data analysis and improves analytical models where necessary.</p> <p>The Manager, Operations & Technology adopts an analytical and methodical approach to addressing issues - he is astute in managing resources, leveraging on people capabilities and technologies to improve HR processes and systems. He is at ease working with technical systems and data, and is able to derive and communicate insights in a compelling manner.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Implement strategic HR initiatives	Monitor HR function's capability and readiness levels for incorporating strategic HR initiatives within their function	In accordance with: <ul style="list-style-type: none"> • 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
		Determine HR operations needs and infrastructure capabilities	
		Introduce processes and systems that support HR operations' needs	
		Lead operations team in the implementation of strategic HR initiatives	
		Train HR operations and technology team and line managers on changes in technology, systems and processes	
	Implement HR systems	Identify the operational needs for HR systems	
		Synthesise organisational requirements and budget constraints to decide whether HR systems should be built or bought	
		Present business case for new system implementation or system enhancements to senior management to obtain budget	
		Conduct Request for Proposal (RFP) process for HR systems	
		Evaluate available HR systems and vendors to recommend a suitable option	
		Determine system functionalities and customisations to be incorporated in HR systems	
		Design implementation plan for HR systems	
		Lead implementation and roll-out of HR systems	
	Evaluate effectiveness of HR processes and systems	Design feedback mechanisms to gather inputs on effectiveness of HR processes from lines of business	
		Evaluate effectiveness of HR systems and processes against requirements, objectives and user needs	
		Monitor compliance of HR systems with data and regulatory requirements	
		Recommend improvement opportunities to HR processes and corresponding HR policies	
		Implement improvements to HR processes and systems	
		Manage changes made to HR processes and systems with stakeholders	
	Run HR analytics	Liaise with various departments to understand their data reporting and analysis requirements	
		Set objectives for data analysis	
		Fine-tune the analytics models	
		Perform analytics on HR data to identify future risks and opportunities	
		Develop recommendations using visualisation tools to guide business and HR decisions and solutions	
		Prepare action plan to implement decisions for enhancing business and HR performance	
		Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.	

<p>Critical Work Functions and Key Tasks / Performance Expectations</p>	<p>Analytics and Insights, CP 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>	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.	
		Derive relevant insights from analysis and recommend enhancements to the organisation's HR practices taking into consideration the business context and operating environment.	
	<p>Relationships and Communication, CP Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.</p>	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.			
Build trust (being a trusted advisor) through assisting key stakeholders in solving people related issues successfully.			
<p>Technology and Operational Excellence, CP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.</p>	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.		
	Implement HR transformation programmes to improve the effectiveness of HR service delivery and cost efficiency for the organisation.		
	Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.		
<p>Labour Policies and Legislation, CP Comply with employment laws and regulations that would impact the business and employees of the organisation.</p>	Research and apply prevailing labour policies, employment laws and regulations, including but not limited to tripartism, employment laws for foreign nationals, Fair Consideration Framework,		
	Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.		
	Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.		
<p>Manage team operations and performance</p>	Translate the long-term objectives for the operations and technology function into tactical plans		
	Manage team resources to ensure adequate staffing and capability levels		
	Monitor the function's financial inflow and outflow against allocated budgets and forecasts		
	Monitor team's service levels and standards against goals and individual objectives, periodically reviewing and assessing performance of direct reports		
	Provide coaching and advice to junior team members		
	Assess feasibility of proposals to improve internal workflows		
	Justify the resources required to support changes in resources, procedures, systems, or technology within the function		
	Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals		
<p style="text-align: center;">Technical Skills & Competencies</p>		<p style="text-align: center;">Generic Skills & Competencies (Top 5)</p>	
Business Acumen	Level 4	Sense Making	Intermediate
Data Collection and Preparation	Level 4	Problem Solving	Advanced
Data Governance	Level 4	Communication	Advanced

Skills & Competencies	Data Management	Level 4	Computational Thinking	Intermediate
	Diversity and Inclusion Management	Level 3	Resource Management	Intermediate
	Financial Acumen	Level 3		
	Human Resource Advisory	Level 4		
	Human Resource Analytics and Insights	Level 4		
	Human Resource Digitalisation	Level 5		
	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		
	Human Resource Systems Management	Level 4		
	Operational Excellence	Level 4		
	Organisational Change Management	Level 4		
	Organisational Culture Development	Level 4		
	Organisational Diagnosis	Level 5		
	Project Management	Level 4		
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	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			