

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
SKILLS MAP - HEAD, PERFORMANCE AND REWARDS**

Sector	Human Resource		
Track	Performance and Rewards		
Occupation	Head		
Job Role	Head, Performance and Rewards		
Job Role Description	<p>The Head, Performance and Rewards designs organisation-wide performance management strategies and total rewards philosophy for the organisation to attract and retain talent. He/She establishes performance review cycles and key performance indicators (KPIs) for the business units. He formulates compensation and benefits policies and maintains alignment with the organisation's strategic direction and employee value proposition (EVP), thereby ensuring internal equity of compensation systems. In addition, he is responsible for managing team operations and performance, and integrating Skill Frameworks into performance management frameworks and total rewards philosophy of the organisation.</p> <p>The Head, Performance and Rewards adopts a broad perspective and is able to clearly articulate a vision and strategy anchored on robust and defensible logic. He proactively guides others, and is able to communicate complex concepts in a simple manner to others.</p>		
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Performance Management, SP Establish organisation-wide performance management policy, framework and processes that fairly reflect the relative performance of people so that performers are appropriately rewarded and non-performers are dealt with through improvement plans or planned exits.	Engage with business leaders to seek clarity on business strategy and co-develop organisational key performance indicators that are aligned to business strategy and objectives for senior leaders.	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
		Provide support to senior leaders to cascade and communicate their key performance indicators to their staff and develop performance goals that are aligned to business current and future needs.	
		Provide support or coach senior leaders to communicate performance evaluation ratings to their individual staff professionally on one-to-one basis.	
		Provide communications support or coach senior leaders to communicate organisation-wide performance and changes (if any) to organisation's overall rewards philosophy.	
	Compensation Management, SP Develop and administer compensation strategies to attract, motivate and retain workforce.	Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by senior leaders or stakeholders.	
		Align organisation's compensation management policies and practices to organisation needs.	
		Translate compensation management policy and strategy into salary grid, grade structures, and compensation programmes that would incentivise workforce based on the role expectations.	
	Benefits Management, SP Develop and administer non-monetary compensation to enhance the organisation's employee value proposition.	Provide consultative support and deliberate decisions with senior stakeholders for cases where the compensation management deviates from policies and processes.	
		Design benefits package that meets employee profiles and organisation's budget and which is aligned to organisation's employer brand and employee value proposition.	
		Measure the impact and relevance of the benefits, including health and wellness programmes.	
	Cross Cultural Management, SP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Secure stakeholders' commitment and investment in support of benefits policy, including health and wellness programmes, to assure longer term success and sustainability of such programmes.	
		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.	
		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.	
	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.	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.			

		Establish relationships with senior leaders to build trust and understand their needs.		
	Technology and Operational Excellence, SP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.	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.		
	Labour Policies and Legislation, SP Comply with employment laws and regulations that would impact the business and employees of the organisation.	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.		
	Integrate Skills Frameworks across performance management and total rewards plans and programmes	Design performance management strategy with reference to Skills Framework guidelines		
		Secure buy-in from stakeholders on integration of the Skills Framework in areas of performance management systems and programmes		
		Drive adoption of the Skills Framework in performance management		
		Design total rewards philosophy with reference to Sector wage information		
	Manage team operations and performance	Establish long-term objectives for the Performance and Rewards 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 performance and rewards 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	
	Benefits Management	Level 5	Leadership	Advanced
	Business Acumen	Level 5	Decision Making	Advanced
	Compensation Management	Level 5	Developing People	Advanced
	Data Governance	Level 5	Global Mindset	Advanced
	Diversity and Inclusion Management	Level 4	Communication	Advanced
	Employee Communication Management	Level 4		
	Employee Mobility Management	Level 5		
	Executive Remuneration Management	Level 5		
	Financial Acumen	Level 5		
	Health and Wellness Programme Management	Level 5		
	Human Resource Advisory	Level 5		
	Human Resource Analytics and Insights	Level 5		
	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		
	Operational Excellence	Level 5		
	Organisational Change Management	Level 5		
	Organisational Culture Development	Level 4		
	Organisational Design	Level 5		
	Organisational Diagnosis	Level 5		
	Organisational Strategy Development	Level 5		
Performance Management	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	
	Total Rewards Philosophy Development	Level 5	
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr		