

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - MANAGER, PERFORMANCE AND REWARDS			
Sector	Human Resource		
Track	Performance and Rewards		
Occupation	Manager		
Job Role	Manager, Performance and Rewards		
Job Role Description	The Manager, Performance and Rewards develops performance management policies, frameworks and compensation structures within the organisation's financial budget. He/She provides support and guidance to line managers in –establishing performance indicators, conducting performance reviews and communicating evaluation ratings to their team. He provides suggestions on compensation structures and benefits programmes based on industry benchmarks and the total rewards philosophy of the organisation. In addition, he is responsible for managing team operations and performance, and integrating Skill Frameworks into performance management systems within the organisation.		
	The Manager, Performance and Rewards enjoys working with data and leveraging them to analyse, investigate and solve complex problems. He grounds his decisions in sound reasoning and is able to communicate and justify his rationales to others in a diplomatic and engaging manner.		
Critical Work Functions and Key Tasks / Performance Expectations	Performance Management, CP 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.	Develop and implement performance management framework, policies and processes that are robust and objective	Performance Expectations (For legislated / regulated occupations) 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
		Provide support to middle and senior managers to cascade and communicate their key performance indicators to their team members and develop performance goals that are aligned to business requirements.	
		Deliver effective communications on performance management programmes and policies to the people, ensuring that they understand how they will be evaluated, rewarded, or developed, according to their performance evaluation.	
		Provide communications toolkit and support to middle and senior managers to communicate performance evaluation ratings to their individual staff professionally on a one-to-one basis.	
		Plan and execute organisation-wide communications activities to communicate organisation-wide performance management system.	
		Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by employees.	
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality.	
		Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback and developing continuous improvement actions.	
	Compensation Management, CP Develop and administer compensation strategies to attract, motivate and retain workforce.	Conduct salary study to support recommendations on compensation structure that aligns to the industry range and meets the organisation's financial budget.	
		Resolve issues or address questions related to payroll policies and procedures to ensure workforce are paid in accordance with agreed employment terms and conditions.	
		Translate compensation structure through job analysis and evaluations, employee feedback and external industry analysis to ensure that compensation remain relevant for the business and is market-competitive.	
	Benefits Management, CP Develop and administer non-monetary compensation to enhance the organisation's employee value proposition.	Benchmark benefits with other comparable organisations.	
		Design and implement benefits, including health and wellness programmes, that would meet the needs of the workforce and within the approved budget.	
		Plan and implement activities to communicate the benefits offered by the organisation.	
		Cultivate a healthy workforce by implementing health and wellness related programmes.	
	Cross Cultural Management, CP 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.	
		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.	
	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.	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.			
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.			

	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.	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.	
	Technology and Operational Excellence, CP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.	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.	
	Labour Policies and Legislation, CP Comply with employment laws and regulations that would impact the business and employees of the organisation.	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.	
	Integrate Skills Frameworks in the development of performance management system and total rewards programmes	Develop performance management system and key performance indicators in accordance with Critical Work Functions and Key Tasks (CWFs and KTs) of the Skills Framework	
		Leverage Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Framework for benchmarking of employee's performance	
		Leverage Skills Map of the Skills Framework to assess employee performance	
		Design organisation's compensation and benefits programme with reference to sector wage information of the Skills Framework	
	Manage team operations and performance	Translate the long-term objectives for the Performance and Rewards 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	
Set 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			
Technical Skills & Competencies		Generic Skills & Competencies	
Benefits Management	Level 4	Problem Solving	Advanced
Business Acumen	Level 4	Communication	Advanced
Compensation Management	Level 4	Decision Making	Intermediate
Data Collection and Preparation	Level 4	Teamwork	Intermediate
Data Governance	Level 4	Sense Making	Intermediate
Diversity and Inclusion Management	Level 3		
Employee Communication Management	Level 3		
Employee Mobility Management	Level 4		
Executive Remuneration Management	Level 4		
Financial Acumen	Level 4		
Health and Wellness Programme Management	Level 4		
Human Resource Advisory	Level 4		
Human Resource Analytics and Insights	Level 4		

Skills & Competencies	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
	Job Analysis and Evaluation	Level 4
	Operational Excellence	Level 4
	Organisational Change Management	Level 4
	Organisational Culture Development	Level 4
	Organisational Design	Level 4
	Organisational Diagnosis	Level 4
	Performance Management	Level 4
	Project Management	Level 4
	Risk Management	Level 4
	Skills Framework Adoption	Level 4
	Stakeholder Engagement and Management	Level 4
	Strategic Workforce Planning	Level 4
	Technology Integration	Level 4
	Total Rewards Philosophy Development	Level 4
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr	