

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
SKILLS MAP - HEAD, EMPLOYEE EXPERIENCE AND RELATIONS**

Sector	Human Resource			
Track	Employee Experience and Relations			
Occupation	Head			
Job Role	Head, Employee Experience and Relations			
Job Role Description	<p>The Head, Employee Experience and Relations creates an engaged workforce and positive relationships with tripartite bodies in pursuit of organisational goals and objectives. He/She establishes employee experience strategies for the organisation and directs the enhancement of employee engagement programmes. He designs employee relations strategies and drives key negotiations with trade unions and similar agencies to reconcile employee grievances and issues agreeable to all the stakeholders. As a department head, he is responsible for setting the direction and articulating goals and objectives for the team.</p> <p>The Head, Employee Experience and Relations is an influential and decisive leader who is able to communicate his vision clearly and address issues swiftly and effectively. He motivates and mentors others at the workplace, and is highly skilled in engaging and negotiating with stakeholders.</p>			
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)	
	People Engagement, SP Engage workforce to ensure they have positive emotional connections to the organisational values and purpose, and motivate them to deliver superior performance in pursuit of organisational goals and objectives.	Provide strategic inputs to employee engagement strategy, approach and measurement tool by recommending employee engagement drivers that have high impact on driving workforce performance.	<ul style="list-style-type: none"> • 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 	
		Coach senior leaders to champion and drive employee engagement programmes and communications activities.		
		Review the effectiveness of employee engagement programmes and communication plans, and recommend areas for improvements based on employee feedback and learning from industry best practices.		
	Labour Relations, SP Manage individual and collective relationship between an organisation and its workforce to achieve work harmony, productivity, and progress towards organisational goals and objectives.	Engage in key negotiations and foster constructive working relationships with trade unions, work councils, employee forums and similar bodies, on a range of labour-related issues to achieve desired and acceptable outcomes for all stakeholders.		
		Develop effective labour strategies that support, enhance and strengthen the working relationships between all parties, to secure desired performance of people to deliver organisational goals and objectives.		
		Advocate diversity and inclusion campaigns to raise awareness and foster an inclusive employment culture.		
	Cross Cultural Management, SP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Identify opportunities to raise the corporate branding and profile around diversity and inclusion through communications with internal and external stakeholders.		
		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.		
	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.	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	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.			

	efficient manner through an optimal and customer-centric service delivery operating model.	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.		
	Manage team operations and performance	Establish long-term objectives for the employee experience and relations 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 employee experience and relations 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 (Top 5)	
	Business Acumen	Level 5	Leadership	Advanced
	Conduct and Behaviour Management	Level 5	Decision Making	Advanced
	Data Governance	Level 5	Developing People	Advanced
	Diversity and Inclusion Management	Level 5	Communication	Advanced
	Employee Communication Management	Level 4	Problem Solving	Advanced
	Employee Engagement Management	Level 5		
	Employee Relationship Management	Level 5		
	Employer Branding	Level 5		
	Financial Acumen	Level 4		
	Health and Wellness Programme Management	Level 5		
	Human Resource Advisory	Level 5		
	Human Resource Analytics and Insights	Level 4		
	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		
	Labour Relations Management	Level 4		
	Operational Excellence	Level 5		
	Organisational Change Management	Level 5		
	Organisational Culture Development	Level 5		
	Organisational Diagnosis	Level 5		
	Organisational Strategy Development	Level 5		
	Project Management	Level 5		
	Risk Management	Level 5		
	Stakeholder Engagement and Management	Level 5		
Technology Integration	Level 5			
Workplace Optimisation	Level 5			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			