

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

Sector	Human Resource		
Track	Employee Experience and Relations		
Occupation	Manager		
Job Role	Manager, Employee Experience and Relations		
Job Role Description	<p>The Manager, Employee Experience and Relations derives insights from employee engagement tools and liaises with business leaders to implement corrective action plans to enhance employee experience in the organisation. He/She designs the employee engagement programmes based on employee experience strategies in alignment with the organisation's culture and values. He supports engagements in key negotiations by summarising implications on the business and associated risks. In addition, he is responsible for managing team operations and performance at the workplace.</p> <p>The Manager, Employee Experience and Relations leads by example and is passionate about analysing issues, devising new and creative solutions to problems, as well as encouraging innovation within the team. He is diplomatic and highly skilled at engaging with others, thereby promoting a cooperative work environment.</p>		
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	People Engagement, CP 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.	Derive meaningful insights from the employee engagement analysis.	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
		Translate the insights gained from employee engagement tools and recommend corrective or improvement actions.	
		Facilitate action planning discussions with business leaders to identify corrective or improvement actions and resources to implement the action plans.	
		Provide support to business leaders in rolling out activities to communicate progress of the employee engagement activities.	
	Labour Relations, CP Manage individual and collective relationship between an organisation and its workforce to achieve work harmony, productivity, and progress towards organisational goals and objectives.	Identify and synthesise relevant information required to support union and employee negotiations.	
		Outline the business impact and risks in connection with labour relations, including ethical, legal and regulatory requirements, to support union and employee negotiations.	
	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.	
	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.	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.			
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.		
	Manage team operations and performance	Translate the long-term objectives for the Employee Experience 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		
Skills & Competencies	Technical Skills & Competencies		Generic Skills & Competencies (Top 5)	
	Business Acumen	Level 4	Communication	Advanced
	Conduct and Behaviour Management	Level 4	Teamwork	Advanced
	Data Collection and Preparation	Level 4	Creative Thinking	Intermediate
	Data Governance	Level 4	Problem Solving	Intermediate
	Digital Marketing and Communication	Level 5	Leadership	Intermediate
	Diversity and Inclusion Management	Level 4		
	Employee Communication Management	Level 3		
	Employee Engagement Management	Level 4		
	Employee Relationship Management	Level 4		
	Employer Branding	Level 4		
	Financial Acumen	Level 3		
	Health and Wellness Programme Management	Level 4		
	Human Resource Advisory	Level 4		
	Human Resource Analytics and Insights	Level 3		
	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		
	Labour Relations Management	Level 3		
	Operational Excellence	Level 4		
	Organisational Change Management	Level 4		
	Organisational Culture Development	Level 4		
	Organisational Diagnosis	Level 4		
	Organisational Event Management	Level 4		
	Project Management	Level 4		
	Risk Management	Level 4		
	Stakeholder Engagement and Management	Level 4		
Technology Integration	Level 4			
Workplace Optimisation	Level 4			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			