

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - HEAD, HR BUSINESS PARTNER			
Sector	Human Resources		
Track	HR Business Partner		
Occupation	Head		
Job Role	Head, HR Business Partner		
Job Role Description	<p>The Head, Human Resource (HR) Business Partner provides HR consulting and advisory to business leaders in the organisation. He/She guides business leaders to manage workforce surplus or shortfalls and works with hiring leaders to prioritise workforce requirements across the organisation, identifying ways to fulfil them. He partners business leaders to define and communicate performance goals for senior staff. He guides business leaders to identify critical positions in the organisation and supports the implementation of leadership development plans. He advises senior leaders and compensation manager on compensation issues. He promotes diverse and inclusive employment culture in the organisation. He recommends ways to manage redundancies and involuntary exit decisions in the organisation.</p> <p>The Head, HR Business Partner is an excellent communicator who presents and positions business needs strategically to secure the buy-in from various senior stakeholders. He synthesises and effectively integrates multiple, diverse perspectives to arrive at optimal solutions for the organisation.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Plan HR and workforce strategy and organisation development	Align HR strategies and plans to organisation's current and future business strategy in consultation with business leaders	In accordance with: <ul style="list-style-type: none"> <li>• Central Provident Fund Act</li> <li>• Employment Act</li> <li>• Employment of Foreign Manpower Act</li> <li>• Employment of Foreign Manpower (Work Passes) Regulations</li> <li>• Fair Consideration Framework</li> <li>• Industrial Relations Act</li> <li>• Retirement and Re-employment Act</li> <li>• Workman Injury Compensation Act</li> <li>• Workplace Safety and Health Act</li> </ul>
		Advise business leaders on implications of current and future workforce supply and demand	
		Advise business managers on ways to address manpower shortfalls or surpluses	
		Secure buy-in from senior stakeholders to redesign organisation structure to deliver its vision, mission, strategy and plans in an effective and efficient manner	
		Engage business leaders to establish business imperatives for organisational development or change management initiatives	
	Attract talent	Liaise with business leaders to develop hiring standards for sourcing candidates for leadership roles	
		Prioritise recruitment needs across the organisation based on criticality to the business	
		Promote principles of fair and unbiased employment selection practices to hiring managers and business leaders	
		Recommend shortlisted senior candidates to business leaders for offers of employment	
		Advocate employee value proposition to strengthen employer brand in the market to secure candidates	
		Recommend onboarding strategies to business leaders to enhance retention of new hires	
	Develop talent	Collaborate with business leaders and learning managers to focus on organisation's learning and development strategies and meet business requirements	
		Coach business leaders to align career goals, aspirations and rotations of the workforce with the business strategy of the organisation	
		Liaise with business leaders to define key performance indicators for senior roles in line with business strategy and objectives	
		Guide business leaders to cascade key performance indicators and performance goals to their employees and communicate performance ratings	
		Partner with business leaders to identify and develop high-performing talent based on organisation's ideal talent profile	
		Provide support to business leaders to identify business critical positions for succession planning to meet current and future business needs	
		Liaise with business leaders to assess the ongoing viability of the succession plans	
		Partner with line managers to execute the performance management process	
	Engage talent	Secure buy-in from business leaders on compensation policies and programmes	
		Advise senior business leaders on deviations from organisation's compensation management policies	
		Garner support for benefits policies and programmes from business leaders	
		Partner with business leaders to champion employee engagement programmes	
		Collaborate with business leaders to foster a diverse and inclusive employment culture	
Lead negotiations and relationship building with trade unions, work councils, employee forums and similar bodies on a range of labour-related issues			
	Guide business leaders to comply with legal obligations when dealing with voluntary exits		

<b>Critical Work Functions and Key Tasks / Performance Expectations</b>	Separate talent	Recommend alternate HR policies to business leaders to minimise the impact of redundancies	
		Guide business leaders in communicating involuntary exit decisions and options to affected employees	
		Promote re-employment of employees beyond their retirement age with business leaders	
	<b>Analytics and Insights, SP</b> Deploy a range of data mining tools and analytical techniques to create management information, business insights, and projections for HR and manpower planning purposes.		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.
			<b>Relationships and Communication, SP</b> Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.
	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.		
	<b>Technology and Operational Excellence, SP</b> 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.
	<b>Labour Policies and Legislation, SP</b> 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.
	<b>Manage team operations and performance</b>		Establish long-term objectives for the HR business partnering 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 HR business partnering 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		
<b>Skills &amp; Competencies</b>	<b>Technical Skills &amp; Competencies</b>		<b>Generic Skills &amp; Competencies (Top 5)</b>	
	Business Acumen	Level 5	Communication	Advanced
	Conduct and Behaviour Management	Level 5	Transdisciplinary Thinking	Advanced
	Diversity and Inclusion Management	Level 4	Problem Solving	Advanced
	Employee Communication Management	Level 4	Service Orientation	Advanced
	Employee Engagement Management	Level 5	Managing Diversity	Advanced
	Employee Mobility Management	Level 5		
	Employee Relationship Management	Level 5		
	Employer Branding	Level 5		
	Financial Acumen	Level 4		
	Human Resource Advisory	Level 5		
	Human Resource Analytics and Insights	Level 5		
	Human Resource Digitalisation	Level 5		
	Human Resource Practices Implementation	Level 4		
	Human Resource Service Quality Management	Level 5		
	Human Resource Strategy Formulation	Level 5		
	Involuntary Exit Management	Level 5		
	Operational Excellence	Level 5		
	Organisational Change Management	Level 5		
	Organisational Culture Development	Level 5		
	Organisational Design	Level 6		
	Organisational Diagnosis	Level 6		
	Organisational Strategy Development	Level 5		
	Performance Management	Level 5		
	Project Management	Level 5		
	Risk Management	Level 5		
	Selection Management	Level 5		
	Skills Framework Adoption	Level 5		
	Stakeholder Engagement and Management	Level 5		
	Strategic Workforce Planning	Level 6		
Succession Planning	Level 5			
Technology Integration	Level 5			
Total Rewards Philosophy Development	Level 5			
Voluntary Exit Management	Level 5			
<b>Programme Listing</b>	For a list of Training Programmes available for the Human Resource sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/hr">www.skillsfuture.sg/skills-framework/hr</a>			