

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
SKILLS MAP - HEAD, TALENT ATTRACTION**

Sector	Human Resources		
Track	Talent Attraction		
Occupation	Head		
Job Role	Head, Talent Attraction		
Job Role Description	<p>The Head, Talent Attraction is responsible for strategic workforce planning to support the organisation's growth strategies through establishing talent sourcing strategies, determining the philosophy for the selection and securing of candidates and overseeing the onboarding and integration of new hires into the organisation. He/She develops various approaches to meet workforce requirements and designs employer branding strategies. He oversees the selection processes and collaborates with business stakeholders for the hiring of key leadership roles. As a department head, he is responsible for setting the direction and articulating goals and objectives for the team, and driving the integration of Skills Frameworks across the organisation's talent attraction plans.</p> <p>The Head, Talent Attraction is an influential and inspiring leader who adopts a broad perspective in the decisions he makes. He is articulate and displays a genuine passion for motivating and developing his team.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	HR Strategy & Workforce Planning, SP Plan and manage the efficient and effective deployment of the organisation's manpower resources to maximise productivity in pursuit of organisational vision, mission, strategy and plans	Work with business leaders to develop and align HR strategy and plan to organisation's current and future strategy and business objectives or goals.	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
		Develop the financial budget for people-related spend on implementation of employee lifecycle activities and maintenance of HR operations.	
		Promote activities and decisions that balance and meet the needs of the people as well as the needs of the business or organisation.	
		Design the workforce planning approach and methodology, taking into consideration the size and skills of the workforce, financial budget, and the nature and complexity of the organisation.	
		Collaborate with business leaders to review current and future talent supply and demand in terms of manpower and bench strength of capabilities.	
		Advise senior business leaders on strategic resourcing options and approaches to address manpower shortfalls or surpluses.	
		Manage headcount strategically against the business needs.	
	Sourcing, SP Source for the right candidates by building a compelling employer brand, setting hiring standards, and accessing a range of recruitment channels to maximise the effectiveness of sourcing.	Apply strategic workforce planning tools and techniques to plan for long term manpower and future capabilities need to deliver against the organisation's strategic objectives.	
		Align the organisation's employer branding strategy to overall organisation's branding strategy to ensure consistency in employee and external stakeholder experience.	
		Align all the employee lifecycle activities and staff related activities to the employer brand and employee value proposition.	
		Establish hiring standards in consultation with business leaders to source for potential candidates for recruitment of senior positions to meet the current and future business and leadership requirements.	
	Selecting, SP Select candidates with the right competencies, experience and culture fit through effective and cost efficient screening and assessment processes.	Monitor and evaluate the merits and appropriateness of various recruitment channels for sourcing of candidates with future-ready skills and capabilities to identify the most effective recruitment channels.	
		Build a network of senior industry and professional contacts and a strong personal brand as a senior HR professional to attract senior candidates to seek employment with the organisation when the need arises.	
		Prioritise hiring spending to invest for future-ready skillsets that the organisation needs.	
		Design a screening and assessment approach using a combination of screening criteria, assessment tools, techniques and technology solutions to assess candidates in a cost efficient and effective manner.	
		Advise business leaders on the principles of fair and unbiased employment selection practices as well as how they should be aligned to current and future business needs.	
	Securing, SP Securing choice candidates by positioning the organisation as an employer of choice that candidates will want to work for.	Interview senior candidates and recommend suitably qualified candidates to business leaders for offers of employment.	
		Monitor and evaluate the effectiveness of the assessment process and recommend continuous improvement actions.	
		Advocate and influence others to be advocates of the employee value proposition to strengthen the employer brand in the market.	
	Onboarding, SP Onboard new joiners through well-designed orientation, induction, and assimilation programmes to help them become effective contributors quickly.	Advise hiring recommendations of senior candidates in consultation with business leaders, taking into account existing business considerations and future business needs.	
		Approach senior candidates targeted for offers of employment with skill by creating persuasive and compelling offers to secure acceptance of employment offers.	
	Cross Cultural Management, SP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Monitor the employee engagement level of new joiners to identify key drivers of engagement.	
		Monitor the turnover rate of new joiners to identify key reasons of leaving in order to continuously improve the way the organisation align expectations of the organisation and future new joiners.	
		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.	
		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.	

<p>Critical Work Functions and Key Tasks / Performance Expectations</p>	<p>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.</p>	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.
	<p>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.</p>	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.
		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.
	<p>Technology and Operational Excellence, SP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.</p>	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.
		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.
	<p>Labour Policies and Legislation, SP Comply with employment laws and regulations that would impact the business and employees of the organisation.</p>	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.
	<p>Integrate Skills Frameworks across talent attraction plans and programmes</p>	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.
		Drive the use of Skills Frameworks in the sourcing of candidates
	<p>Manage team operations and performance</p>	Align interview and selection processes with the Skills Framework construct
		Drive integration of Skills Frameworks in onboarding processes for new hires
		Establish long-term objectives for the talent attraction 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 talent attraction 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		

	Technical Skills & Competencies		Generic Skills & Competencies (Top 5)	
	Skills & Competencies	Business Acumen	Level 5	Leadership
Contingent Workforce Management		Level 5	Communication	Advanced
Data Governance		Level 5	Decision Making	Advanced
Diversity and Inclusion Management		Level 4	Developing People	Advanced
Employee Communication Management		Level 4	Global Mindset	Advanced
Employee Mobility Management		Level 5		
Employer Branding		Level 5		
Financial Acumen		Level 4		
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		
Industry Networking		Level 5		
Onboarding		Level 5		
Operational Excellence		Level 5		
Organisational Change Management		Level 5		
Organisational Culture Development		Level 4		
Organisational Design		Level 5		
Organisational Strategy Development		Level 5		
Project Management		Level 5		
Recruitment Channel 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 5			
Technology Integration	Level 5			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			