

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

Sector	Human Resources		
Track	Talent Attraction		
Occupation	HR Manager		
Job Role	Manager, Talent Attraction		
Job Role Description	<p>The Manager, Talent Attraction plans and secures the organisation's manpower. He/She designs the employee value proposition (EVP) and talent outreach plans to source for potential candidates. He determines cost-efficient and robust assessment and selection tools to identify the right candidates for hire. He establishes processes and guidelines to onboard new hires. He coaches and works with business stakeholders to facilitate the assimilation of new hires into the organisation to help them become effective contributors readily. In addition, he is responsible for managing the talent attraction team operations and performance, and integrating Skill Frameworks into the talent attraction programmes and initiatives under the team's purview.</p> <p>The Manager, Talent Attraction is open to exploring new ideas and possibilities and is also able to evaluate them in a methodical and systematic manner in order to make decisions and manage resources effectively. He is a confident communicator and possesses the ability to build and leverage strong relationships with others to achieve desired objectives.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	HR Strategy & Workforce Planning, CP 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.	Propose, plan and execute HR strategy and plan within the approved budget.	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
		Align all employee lifecycle activities to the overall HR strategy and plan.	
		Propose, plan and execute HR initiatives that balance and meet the needs of the people, business or organisation.	
		Identify the data sources to gather and prepare relevant workforce data to perform workforce gap analysis.	
		Collaborate with business leaders to model and refine the current workforce profile, and project the future skills demand and supply.	
		Develop annual recruitment plans for the purpose of filling resource gaps or redeploying resources based on skills.	
		Interpret the political, economic, social, technological, legal, environmental issues and assess the implications on strategic workforce planning for the organisation.	
		Analyse strategic workforce planning information and advise business leaders on the range of resource planning options.	
		Calculate and analyse cost and headcount implications resulting from proposed strategic workforce plan and recruitment plan.	
		Manage manpower cost and cost to hire within the approved budget.	
	Sourcing, CP 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.	Execute initiatives to deliver the employer branding strategy and promise through collaboration with internal and external stakeholders.	
		Design employer branding collateral by working with organisation's marketing and corporate communications team.	
		Incorporate employee value proposition in all the employee lifecycle activities to deliver the employer brand promise.	
		Recommend hiring standards, selection criteria and job requirements (knowledge, skills and experience) to fulfill the current and future business plans of the organisation.	
		Execute recruitment plans in collaboration with business leaders to ensure open positions are successfully filled.	
		Develop a database of contacts to facilitate access to potential recruits of the organisation to allow proactive and immediate sourcing of qualified candidates when the need arises.	
	Selecting, CP Select candidates with the right competencies, experience and culture fit through effective and cost efficient screening and assessment processes.	Advise hiring managers on the principles of fair and unbiased employment selection practices.	
		Recommend and deploy a range assessment tools, techniques and technology solutions for hiring managers to evaluate the job-fit of candidates in order to reduce time taken to hire and manage hiring costs within the approved budget.	
		Analyse all information gathered from the screening and assessment process to support hiring managers in making decisions on offers of employment.	
	Securing, CP Securing choice candidates by positioning the organisation as an employer of choice that candidates will want to work for.	Design a unique and compelling employer brand and employee value proposition to establish a differentiated and distinctive organisational brand in the market.	
		Articulate an employee value proposition that is simple to understand, differentiated from competition, and have a strong rational and emotive appeal to choice candidates.	
		Communicate the employee value proposition to choice of candidates through letters of employment, verbal communication and persuasion, as well as leveraging on advocates from the business to reaffirm the employee value proposition.	
		Put together offers of employment that takes into account internal and external compensation equity, and communicate offers of employment in a persuasive and professional manner to secure acceptance of employment offers.	
	Onboarding, CP Onboard new joiners through well-designed orientation, induction, and assimilation	Design and deliver impactful orientation programmes for new joiners to facilitate their onboarding experience and help them to be familiarised with the organisation	
		Gather feedback from new joiners about their onboarding experience so as to take proactive actions to address areas for improvement in a timely manner.	

Critical Work Functions and Key Tasks / Performance Expectations	<p>Orientation, induction, and assimilation programmes to help them become effective contributors quickly.</p>	<p>Facilitate assimilation of new joiners into the organisation and team through engagement with business units to understand business needs and job requirements.</p> <p>Collaborate with business leaders to help new joiners assimilate into the organisation quickly.</p>
	<p>Cross Cultural Management, CP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.</p>	<p>Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at workplace.</p> <p>Plan and execute diversity and inclusion related activities that are compliant with diversity and inclusion policies and embrace diversity and inclusion culture.</p> <p>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.</p> <p>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.</p>
	<p>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.</p>	<p>Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking.</p> <p>Resolve data availability and data quality challenges with data cleansing techniques.</p> <p>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.</p> <p>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.</p> <p>Develop insightful presentation derived from data analytics and HR metrics benchmarking using dashboards or data visualisation tools.</p> <p>Keep abreast of local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.</p> <p>Derive relevant insights from analysis and recommend enhancements to the organisation's HR practices taking into consideration the business context and operating environment.</p>
	<p>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.</p>	<p>Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.</p> <p>Develop communication material/ information kits for the HR programmes/ activities to convey desired messages clearly and effectively to the targeted audience.</p> <p>Present and communicate with impact and empathy through clarity in messages, and engaging audience through active listening and inquiry.</p> <p>Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.</p> <p>Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.</p> <p>Develop positive working relationships with people through strong inter-personal skills.</p> <p>Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.</p> <p>Build trust (being a trusted advisor) through assisting key stakeholders in solving people related issues successfully.</p>
	<p>Technology and Operational Excellence, CP Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.</p>	<p>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.</p> <p>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.</p> <p>Implement HR transformation programmes to improve the effectiveness of HR service delivery and cost efficiency for the organisation.</p> <p>Adopt a service-oriented mindset and people-centricity in dealing with workforce and business stakeholders.</p>
	<p>Labour Policies and Legislation, CP Comply with employment laws and regulations that would impact the business and employees of the organisation.</p>	<p>Research and apply prevailing labour policies, employment laws and regulations, including but not limited to tripartism, employment laws for foreign nationals, Fair Consideration Framework,</p> <p>Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits.</p> <p>Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.</p>
	<p>Integrate Skills Frameworks in the development of talent attraction initiatives</p>	<p>Leverage Critical Work Functions and Key Tasks (CWFs and KTs) of Skills Frameworks to develop employer branding collateral</p> <p>Develop job advertisements with reference to CWFs and KTs of Skills Frameworks</p> <p>Develop behaviour-based interviews with reference to CWFs and KTs of Skills Frameworks</p> <p>Develop competency-based interviews with reference to Technical and Generic Skills and Competencies (TSCs and GSCs) of Skills Frameworks</p>

		Design competency assessment tools with reference to TSCs and GSCs of Skills Frameworks		
		Design recruitment and selection criteria with reference to CWFs and KTs and TSCs and GSCs of Skills Frameworks		
		Leverage CWFs and KTs and TSCs and GSCs of Skills Frameworks in developing onboarding programmes for new hires		
	Manage team operations and performance	Translate the long-term objectives for the Talent Attraction 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
	Contingent Workforce Management	Level 4	Creative Thinking	Advanced
	Data Collection and Preparation	Level 4	Interpersonal Skills	Advanced
	Data Governance	Level 4	Resource Management	Intermediate
	Diversity and Inclusion Management	Level 3	Decision Making	Advanced
	Employee Communication Management	Level 3		
	Employee Mobility Management	Level 4		
	Employer Branding	Level 4		
	Financial Acumen	Level 3		
	Human Resource Advisory	Level 4		
	Human Resource Analytics and Insights	Level 3		
	Human Resource Digitalisation	Level 4		
	Human Resource Policies and Legislation Fram	Level 4		
	Human Resource Practices Implementation	Level 3		
	Human Resource Service Quality Management	Level 4		
	Human Resource Strategy Formulation	Level 4		
	Industry Networking	Level 4		
	Job Analysis and Evaluation	Level 4		
	Onboarding	Level 4		
	Operational Excellence	Level 4		
	Organisational Change Management	Level 4		
	Organisational Culture Development	Level 4		
	Organisational Design	Level 4		
	Organisational Event Management	Level 4		
	Project Management	Level 4		
	Recruitment Channel Management	Level 4		
	Risk Management	Level 4		
	Selection Management	Level 4		
	Skills Framework Adoption	Level 4		
Stakeholder Engagement and Management	Level 4			

	Strategic Workforce Planning	Level 4	
	Technology Integration	Level 4	
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr		