

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

Sector	Human Resource		
Track	Talent Management		
Occupation	Head		
Job Role	Head, Talent Management		
Job Role Description	<p>The Head, Talent Management is responsible for establishing the overall talent management strategies and frameworks to identify, prepare and position the right talent to drive organisational success. He/She formulates career development frameworks and programmes to provide fulfilling career opportunities to employees in the organisation. He liaises with senior business stakeholders to formulate robust succession plans for business-critical roles in the organisation, ensuring future viability and alignment with business plans and direction. He is responsible for establishing retirement and exit policies and guidelines, and evaluating the business impact of redundancy, retirement and exit decisions. He also guides and advises senior business leaders in the management and communication of sensitive talent decisions. 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 management plans.</p> <p>The Head, Talent Management is a forward-thinking and influential leader who is able to integrate knowledge across diverse domains to make robust decisions and address multi-faceted issues effectively. He has the desire to motivate employees and develop talent capabilities both within the team and across the organisation, and demonstrates sensitivity and diplomacy when interacting with stakeholders at various levels.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Career Management, SP Develop organisation-wide career development policy, framework and programmes for people to develop meaningful careers during their tenure in the organisation.	Establish organisation-wide career development framework, policy and programmes as a key component of employee value proposition.	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
		Engage with business leaders to seek clarity on business strategy and coach business leaders to steer career goals and aspirations of the workforce towards greater alignment with the current and future business needs.	
		Develop career development strategies that build a strong local core of people to address the organisation's current and future business needs.	
		Monitor and evaluate the costs and effectiveness of career development programmes against people engagement level and turnover rate and develop continuous improvement actions.	
	Talent Management, SP Manage high-performing individuals to retain and develop them for mission-critical or pivotal roles within the organisation.	Develop a strategic talent management framework to identify talent profile, develop key talent and retain the right talent to meet the current and future organisation needs.	
		Enable business leaders to coach and mentor talent.	
		Mentor senior level talent to identify their drivers of engagement, monitor their engagement level and make formal and informal efforts to retain talent.	
		Assess the current capabilities of talents versus the capabilities required for the future to provide insights on potential gaps, and recommend ways to address the gaps through a talent management programme.	
	Succession Planning, SP Create a plan to ensure individuals are identified and groomed to take over mission-critical or pivotal roles so as to ensure the continuity of the organisation and to steer the organisation forward into the future.	Engage with senior business leaders to evaluate the ongoing viability of the succession plans	
		Develop guiding principles with business leaders to advise on business critical positions for succession planning that would meet current and future business needs.	
		Map business-critical roles of the business leadership and pivotal positions of operational management to assess the organisation's vulnerabilities.	
		Construct robust and comprehensive succession plans, taking into account current and future business plans to build talent and leadership pipeline that is sufficient for business continuity.	
	Voluntary Exit, SP Manage voluntary employee exits (such as resignations) to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	Advise business leaders on exiting employees in a professional manner, taking into account organisational needs and legal obligations.	
		Demonstrate situational awareness in managing individual and group communications regarding employee exits.	
	Involuntary Exit, SP Manage involuntary employee exits (termination by organisation, dismissal, termination due to economic restructuring, health, disability, death, etc.) to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	Evaluate the business impact of redundancy on the organisation to ensure redundancy-related enterprise risks are considered and addressed.	
		Develop/Establish a business case for alternate HR policies to minimise the impact of redundancies due to business restructuring, including process or job re-design, training or re-skilling and re-deployment.	
		Manage organisation redundancy and severance programmes that are in accordance with organisation policies, relevant employment laws and regulations, as well as industry practices.	
		Support senior leaders to communicate redundancy decisions, concerns and options to affected individuals and business leaders in a professional and delicate manner.	
	Retirement, SP Manage employee retirement to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	Evaluate the business impact of retirement on the organisation to ensure enterprise-related enterprise risks are considered and addressed.	
		Translate retirement policy into operational framework and processes, keeping in view legal requirements, organisational needs and the well-being of retiring employees to instill a positive association with the organisation upon retirement.	
		Develop and drive re-employment strategies and policies to enable re-employment of employees beyond their retirement age.	
	Cross Cultural Management, SP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	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.	

Critical Work Functions and Key Tasks / Performance Expectations	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 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.
	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.
	Integrate Skills Frameworks across talent management plans and programmes	Design career development framework and programmes with reference to relevant Skills Framework that applies to organisation's workforce
		Align talent management programmes with Skills Framework components
		Formulate succession plans with reference to relevant Skills Framework that applies to organisation's workforce
	Manage team operations and performance	Establish long-term objectives for the talent management 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 management 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	
		Business Acumen	Level 5	Leadership
	Career Coaching	Level 5	Decision Making	Advanced
	Career Framework Design	Level 5	Developing People	Advanced
	Competency Framework Development	Level 5	Communication	Advanced
	Contingent Workforce Management	Level 5	Transdisciplinary Thinking	Advanced
Skills & Competencies	Data Governance	Level 5		
	Diversity and Inclusion Management	Level 4		
	Employee Communication Management	Level 4		
	Employee Mobility Management	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		
	Involuntary Exit Management	Level 5		
	Leadership Development	Level 5		
	Operational Excellence	Level 5		
	Organisational Change Management	Level 5		
	Organisational Culture Development	Level 4		
	Organisational Design	Level 5		
	Organisational Diagnosis	Level 5		
	Organisational Strategy Development	Level 5		
	Performance Management	Level 5		
	Project Management	Level 5		
	Retirement and Re-employment Management	Level 5		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 5		
	Stakeholder Engagement and Management	Level 5		
	Strategic Workforce Planning	Level 5		
	Succession Planning	Level 5		
	Talent Capability Assessment	Level 5		
	Talent Management	Level 5		
Technology Integration	Level 5			
Voluntary Exit Management	Level 5			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			