

SKILLS FRAMEWORK FOR HUMAN RESOURCE SKILLS MAP - MANAGER, TALENT MANAGEMENT			
Sector	Human Resource		
Track	Talent Management		
Occupation	Manager		
Job Role	Manager, Talent Management		
Job Role Description	<p>The Manager, Talent Management develops and implements talent management programmes to groom talent in the organisation for the fulfilment of current and future business requirements. He/She designs career pathways to generate awareness on career progression opportunities in the organisation and guides line managers on employee career development policies and programmes. He manages high-potential talent and succession planning programmes, to develop a strong pipeline for critical roles in the organisation and ensure business success and continuity. He is also responsible for implementing retirement and exit policies and programmes in the organisation, managing redundancies and guiding other colleagues in managing staff exits. In addition, he is accountable for managing team operations and performance, and integrating Skill Frameworks into the talent management programmes and initiatives under his team's purview.</p>		
	<p>The Manager, Talent Management possesses strong people-orientation; he is an excellent communicator who is diplomatic and engaging when interacting with stakeholders at the workplace. He critically analyses complex issues and is able to arrive at robust decisions and solutions.</p>		
	Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
	Career Management, CP Develop organisation-wide career development policy, framework and programmes for people to develop meaningful careers during their tenure in the organisation.	Design career pathways and planning toolkits to help workforce understand their career development options in the organisation.	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
		Plan and execute organisation-wide communications activities to build awareness and understanding of the career structure and options available in the organisation.	
		Coach line managers and supervisors to provide consistent career development advice and to develop and groom workforce to meet future business or organisational needs.	
	Talent Management, CP Manage high-performing individuals to retain and develop them for mission-critical or pivotal roles within the organisation.	Gather feedback on the effectiveness of the organisation's career development framework, policy, and programmes in shaping workforce's career progression and recommend areas for improvement.	
		Plan and execute talent management framework and processes to identify, develop and retain talent to meet the current and future organisation needs.	
		Recommend and deploy assessment tools to identify high-performing individuals and high potentials as talents of the organisation.	
		Implement HR initiatives that balance and meet the needs of the people as well as the current and future needs of the organisation.	
	Succession Planning, CP 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.	Facilitate talent review sessions to identify talent with key stakeholders based on organisation's ideal talent profile using recommended assessment tools.	
		Gather and analyse talent related data to derive insights on the effectiveness of talent management programmes, incorporating feedback from individuals in the programme and stakeholders for continuous improvement.	
		Implement succession plans by working with business leaders to identify and groom individuals to take over mission-critical roles and pivotal positions within the organisation.	
	Voluntary Exit, CP 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.	Maintain an accurate record and reporting of succession plans and potential successors.	
		Integrate succession plans into talent management programmes to ensure they are holistic and coherent.	
	Involuntary Exit, CP 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.	Manage employee exit processes, including conducting exit interviews and administering exit clearance procedures.	
		Manage individual communications to evoke positive pride of association with the organisation upon employee exits.	
		Develop and implement strategies to prevent redundancies due to business restructuring, including process or job re-design, training or re-skilling and re-deployment.	
		Administer redundancy or individual severance programmes in accordance with labour and employment laws and regulations, and industry practices.	
	Retirement, CP Manage employee retirement to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	Coach managers in redundancy and severance processes, in accordance with established guidelines, and contractual and legal requirements.	
		Support affected individuals by providing and communicating relevant information about process, obligations around contractual and legal parameters and available post-exit assistance and options.	
		Manage the administration of data that underpins the retirement process to ensure retiring employees are treated in a professional manner and in accordance to the relevant legislation.	
	Cross Cultural Management, CP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	Support retiring employee by the provision of meaningful and constructive information about the retirement process, their rights and obligations, and advise on post-retirement matters.	
		Implement strategies to support re-employment of employees beyond their retirement age based on the organisation's re-employment policies.	
		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.	
		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.	

Critical Work Functions and Key Tasks / Performance Expectations	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.	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.
	Integrate Skills Frameworks in the development and implementation of talent management programmes	Develop career pathways and job descriptions with reference to Career Map and Skills Map of the Skills Framework
		Guide employees to refer Skills Map of the Skills Framework to determine skill requirements and expectations for various roles
		Leverage Skills Maps of the Skills Framework to facilitate mobility within the organisation
		Coach managers on use of Career Map and Skills Map for career development conversations with employees
		Design talent management tools and processes to identify high-potential talent in line with Skills Maps of the Skills Framework
		Implement succession plans in in reference to Career Map of the Skills Framework
	Manage team operations and performance	Translate the long-term objectives for the Talent Management 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	
Technical Skills & Competencies		Generic Skills & Competencies

Skills & Competencies	Business Acumen	Level 4	Communication	Advanced
	Career Coaching	Level 4	Problem Solving	Advanced
	Career Framework Design	Level 4	Decision Making	Intermediate
	Competency Framework Development	Level 4	Developing People	Intermediate
	Contingent Workforce Management	Level 4	Interpersonal Skills	Advanced
	Data Collection and Preparation	Level 4		
	Data Governance	Level 4		
	Diversity and Inclusion Management	Level 3		
	Employee Communication Management	Level 3		
	Employee Mobility Management	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 Framework Management	Level 4		
	Human Resource Practices Implementation	Level 3		
	Human Resource Service Quality Management	Level 4		
	Human Resource Strategy Formulation	Level 4		
	Involuntary Exit Management	Level 4		
	Leadership Development	Level 4		
	Operational Excellence	Level 4		
	Organisational Change Management	Level 4		
	Organisational Culture Development	Level 4		
	Organisational Design	Level 4		
	Organisational Diagnosis	Level 4		
	Performance Management	Level 4		
	Project Management	Level 4		
	Retirement and Re-employment Management	Level 4		
	Risk Management	Level 4		
	Skills Framework Adoption	Level 4		
	Stakeholder Engagement and Management	Level 4		
	Strategic Workforce Planning	Level 4		
	Succession Planning	Level 4		
Talent Capability Assessment	Level 4			
Talent Management	Level 4			
Technology Integration	Level 4			
Voluntary Exit Management	Level 4			
Programme Listing	For a list of Training Programmes available for the Human Resource sector, please visit: www.skillsfuture.sg/skills-framework/hr			