Skills Framework for Human Resource

A Guide to Occupations and Skills

An initiative of

SKILLS*future*
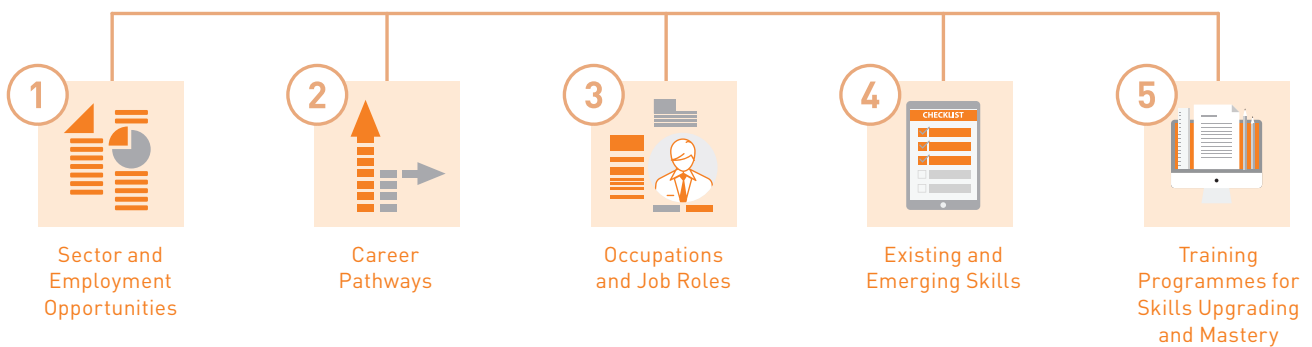
Contents
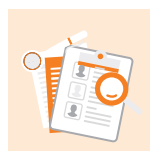
About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore, the Ministry of Manpower, supported by the Institute for Human Resource Professionals (IHRP), together with employers, industry associations, education and training providers and unions, the Skills Framework for Human Resource (HR) provides useful information on:

1 Sector and Employment Opportunities

2 Career Pathways

3 Occupations and Job Roles

4 Existing and Emerging Skills

5 Training Programmes for Skills Upgrading and Mastery

With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.

Assess Career Interests	Prepare for Desired Jobs	Find Avenues to Close Skills Gap	Renew, Upgrade and Deepen Skills
• Discover employment opportunities	• Understand skills and competencies required	• Identify relevant training programmes to equip oneself with the required skills and competencies	• Plan for career development/ transition
• Understand career pathways		• Participate in on-the-job training opportunities provided by companies	• Recognise skills and competencies required for the intended job role
• Recognise personal attributes required			• Identify training programmes to upgrade and deepen skills

Charting Growth and Opportunity for HR

The HR industry in Singapore comprises over 40,000 HR professionals and over 2,300 HR services firms providing HR consultancy, HR outsourcing, HR information systems, as well as recruitment and executive search services. HR services firms generated about $3.9 billion in operating receipts in 2016, with a value-added of about $2.6 billion.

As Singapore's economy restructures and our society matures, HR professionals need to move beyond administrative functions to be strategic business partners, to help businesses and their employees transform, adapt and grow. HR professionals need to facilitate the adoption of progressive HR practices to attract, develop and retain talent, and collaborate with senior management on people strategy, succession planning and managing employee relations. As a key enabler of human capital development, HR professionals play an important role in adopting the Skills Frameworks relevant to their companies. They should also lead by example in embracing the spirit of continuous learning and development that is crucial for a competitive workforce.

A vibrant, future-ready HR services sector is also important. HR services firms can support HR professionals and business leaders to establish sound HR systems and processes, leverage technology to improve productivity, boost employee experience and learning, and harness data to enhance people decisions and employee engagement.

To build a strong HR industry that enables human capital development, the tripartite partners launched the HR Industry Manpower Plan (HR IMP) in July 2017. The HR IMP provides a roadmap to transform the HR sector by strengthening the capabilities of the HR profession, enhancing HR support for employers and nurturing a vibrant HR services ecosystem. As a key HR IMP initiative, the Institute for Human Resource Professionals (IHRP) was set up by the tripartite partners as the HR professional body and industry authority on HR for Singapore. A key mandate undertaken by IHRP is in driving the continuous learning and professional development of HR professionals, in line with the Skills Framework for HR.

Charting Growth and Opportunity for HR

INSTITUTE FOR HUMAN RESOURCE PROFESSIONALS (IHRP)

IHRP was set up by the tripartite partners — the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF) — to uplift HR capabilities and support the development of future-ready HR as part of the HR Industry Manpower Plan.

As the HR professional body and industry authority on HR, IHRP sets the benchmark for the competencies and behaviours of future-ready HR professionals through the national HR certification, known as the IHRP Certification. IHRP also manages the SkillsFuture Study Award for HR to support working professionals in their early- and mid-career to develop and deepen their HR skills.

IHRP is partnering MOM and SSG to further support the continuous learning and professional development of HR professionals. This includes (i) keeping the HR standards of excellence within the Skills Framework for HR current and relevant, (ii) supporting HR professionals in adopting the Skills Framework for HR in their professional development, as well as promoting HR practices in organisations for human capital development, and (iii) ensuring quality HR training curriculum that is aligned with the Skills Framework for HR.

IHRP is also working to establish mutual recognition arrangements with other international HR certification bodies. Currently, IHRP has a mutual recognition agreement with the Chartered Institute of Personnel and Development (CIPD), which is the professional association for human resource management professionals headquartered in London, England. The partnership enables HR professionals to enjoy mutual recognition. HR professionals are able to access the broader set of programmes, resources and communities offered by both organisations, thereby enabling opportunities for greater growth, mobility and international connectivity.

Key Statistics

HR Industry/Professionals

>40,000
People in HR Industry

HR Services

2,300
HR Services Firms

$2.6 Billion
Value Added (2016)

$3.9 Billion
Annual Operating Receipts (2016)

A Future-Ready HR

HR professionals need to be forward-thinking and be able to act as strategic business partners and enablers of human capital development. By strategically partnering business leaders and line managers with an eye on the future, HR will play a key role in enabling human capital development that supports business success and contributes to Singapore's growth as a manpower-lean economy.

HR acquires talent to support business goals

- Builds a compelling employer brand and creates a structured recruitment system to attract and manage talent.
- Uses skills-based hiring to better identify job applicants' skills and competencies that fulfil current and future business plans of the organisation.
- Develops compensation structure that is relevant for the business, rewards people appropriately based on job roles and contributions, and remains market competitive.

HR develops individuals to their full potential

- Supports real-time, all-the-time learning that develops and improves the current and future capabilities of the workforce.
- Designs a strategic talent management framework that meets the development needs of the people as well as the current and future needs of the organisation, such as exposing employees to different job functions, locally as well as overseas.
- Develops interventions such as mentorship and training programmes to support knowledge transfer of international best practices and technical skills from foreign experts to local teams for people to achieve meaningful careers.

HR curates employee experiences to maximise performance

- Imparts corporate values and engages individuals to work together as a team.
- Develops strategies that have high impact on driving workforce performance and stability to deliver positive results.
- Spearheads progressive workplace practices that support the needs of different workforce segments, and minimises the need to rehire and retrain talent.

HR plans for future business success

- Partners leaders in developing workforce management and development strategies with a forward-looking perspective.
- Formulates talent strategies that align with business and financial objectives to support the successful execution of major business decisions.
- Guides and influences decision-makers on the human capital aspects of crisis management, change management, business sustainability, geographical expansion and other strategic challenges.

Desired Attributes and Skills in Demand

A career in the HR profession provides diverse opportunities to individuals seeking rewarding and enriching careers. If you enjoy the challenge of enabling human capital development to help businesses succeed in their next phases of growth, the HR sector offers opportunities to develop your passion and grow your career.
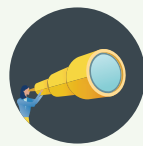
As the sector continues to transform, these are some examples of skills in demand now and in the near future. Those seeking successful careers in the HR sector can set themselves apart by developing these attributes and acquiring these skills in demand.

DESIRED ATTRIBUTES

Business-Minded
Advise on HR matters, with an understanding of the impact to business in mind

Future-Oriented
Exhibit traits of a forward-thinker, dealing with current issues while maintaining an eye on the future

Change Agent
Influence and manage organisational changes through leadership and effective communication

Team Player
Contribute to a larger team to bring about success at the workplace

Ethical and Respected
Maintain integrity and objectivity when dealing with sensitive and confidential information

SKILLS IN DEMAND

Business and Financial Acumen
Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle

Organisational Culture Development
Facilitate the development of the desired organisational culture that is aligned to the organisation's brand and business

Employer Branding
Develop employer brand proposition and strategy in alignment with the organisation's long-term strategic objectives and desired culture

Organisational Strategy Development
Influence the organisation's business strategy from the perspective of HR and workforce capability

HR Analytics and Insights
Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business

Skills Framework Adoption
Drive the adoption of the Skills Frameworks through HR activities to develop capabilities

HR Policies and Legislation Framework Management
Develop and review HR policies in compliance with legislative, ethical and regulatory standards
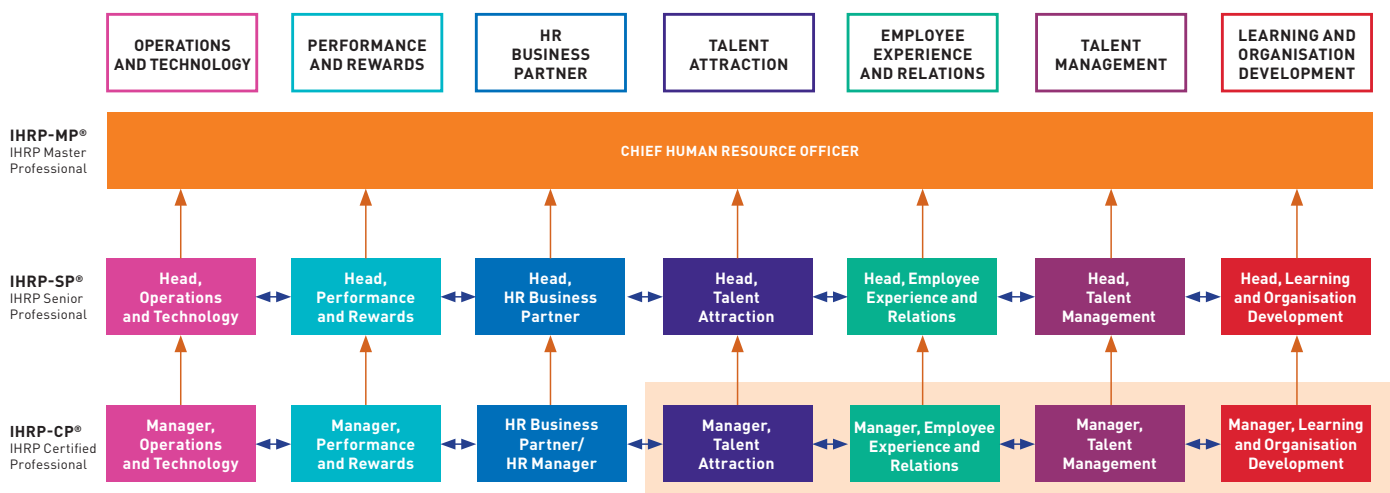
Technology Integration
Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery

IHRP Body of Competencies (BoC) and the Skills Framework for HR

The IHRP Body of Competencies (BoC) outlines the professional standards of knowledge and competencies required of HR professionals, to be future ready and equipped to enable business-driven human capital development. The IHRP BoC is fully incorporated into the Skills Framework for HR.

This close alignment between the IHRP BoC and the Skills Framework for HR allows HR professionals to use the three levels of IHRP certification as key milestones, as they acquire deeper skills and competencies in line with the different stages of the Skills Framework.

Incorporation of IHRP BoC in Skills Framework Job Levels

	OPERATIONS AND TECHNOLOGY	PERFORMANCE AND REWARDS	HR BUSINESS PARTNER	TALENT ATTRACTION	EMPLOYEE EXPERIENCE AND RELATIONS	TALENT MANAGEMENT	LEARNING AND ORGANISATION DEVELOPMENT
IHRP-MP® IHRP Master Professional	CHIEF HUMAN RESOURCE OFFICER						
IHRP-SP® IHRP Senior Professional	Head, Operations and Technology	Head, Performance and Rewards	Head, HR Business Partner	Head, Talent Attraction	Head, Employee Experience and Relations	Head, Talent Management	Head, Learning and Organisation Development
IHRP-CP® IHRP Certified Professional	Manager, Operations and Technology	Manager, Performance and Rewards	HR Business Partner/ HR Manager	Manager, Talent Attraction	Manager, Employee Experience and Relations	Manager, Talent Management	Manager, Learning and Organisation Development

IHRP CERTIFICATION AS A KEY MILESTONE FOR SKILLS UPGRADING

Example: Sharon is currently an HR Business Partner in her company. The Skills Framework provides clarity on the skills and competencies required for her position, allowing her to chart her professional development. The close alignment of the IHRP BoC and Skills Framework also means Sharon would be well-placed for the IHRP Certified Professional (IHRP-CP) level certification assessment once she has acquired the critical skills and competences required of her job role.

Competency Areas to Be Assessed

The IHRP Body of Competencies holistically reflects how HR professionals would need to think and behave as they approach their HR functions.

HR Mindsets and Behaviours
These competencies reflect the way HR professionals think and behave as they approach their HR work, deal with people and manage work-related situations.

HR Functional Competencies
These competencies are required for HR professionals to successfully deliver their functional role, which cover activities undertaken across the people management life cycle.

HR Foundational Competencies
These competencies underpin and serve as core enablers supporting HR functional activities.

IHRP Body of Competencies (BoC) and the Skills Framework for HR

Levels of Certification

The IHRP Certification, which is the national HR certification framework, is a holistic, rigorous, future-oriented and business-relevant certification that allows HR professionals to benchmark their professional standards and competencies with the IHRP Body of Competencies. This supports HR professionals in identifying their career aspirations, navigate their career pathways and master the skills and competencies needed to perform their jobs effectively.

The certification covers three levels, which are tailored for specific role profiles to provide professionally relevant credentials. IHRP's certification levels are incorporated into the career roadmaps in the Skills Framework, with each certification level mapped to a similar level in the career roadmap:

IHRP Master Professional (IHRP-MP®)
MP is the pinnacle of the IHRP Certification and initiated via a nomination process by the tripartite partners and existing IHRP-MPs. The IHRP-MP is typically a senior/C-level HR leader who is well-regarded by the HR community and has actively contributed back to the HR industry. The IHRP-MP holds responsibilities for strategising and directing the HR management and development agenda at an organisation-wide level, serving as a trusted business partner to C-level stakeholders. This is mapped to the Chief Human Resource Officer level of the career roadmap.

IHRP Senior Professional (IHRP-SP®)
The IHRP-SP is typically in a leadership role with responsibilities for leading an HR function, designing and developing HR policies and programmes, and providing day-to-day guidance to the team for HR service delivery. This is mapped to the Head level of the career roadmap.

IHRP Certified Professional (IHRP-CP®)
The IHRP-CP is typically in an HR Managerial, Specialist or Business Partnering role, and responsible for developing and implementing HR policies and programmes to deliver HR services and operate the HR function. This is mapped to the Manager level of the career roadmap.

Stages in the Developmental Journey

The IHRP Certification covers three stages that encompass a holistic developmental journey.

Stage 1 (Experience Assessment)
Candidates will go through a holistic review of their HR experience and training to determine eligibility for IHRP certification level. This involves a review of evidence on their demonstration of HR professional knowledge and experience as referenced against the IHRP BoC.

Stage 2 (Competency Assessment)
Candidates will sit for scenario-based assessment papers administered on-site to assess their competencies at the relevant certification level.

Stage 3 (Continuing Professional Development)
IHRP-certified professionals are encouraged to actively invest in learning and personal development and to keep abreast of the latest industry practices and legislation. To maintain the IHRP certification, there is a requirement to fulfil at least 90 Continuing Professional Development hours over a three-year period.

To embark on the IHRP Certification, visit **www.ihrp.sg**

Register → **01** Experience Assessment — Online Submission → **02** Competency Assessment — On-Site Assessment → **03** Continuing Professional Development — Recertification

"The Skills Framework for HR professionals sets the benchmark for competencies which HR practitioners should acquire to grow in their functions. By achieving mastery of these competencies, we can expand our capabilities and career opportunities in human resources, while enhancing our standing as HR professionals.

Together, the Skills Framework and the IHRP Body of Competencies will strengthen the expertise of the HR community, as we grow in our collective professional learning and development."

Aileen Tan
IHRP Master Professional (IHRP-MP)
Member of IHRP Board
Group Chief Human Resources Officer, SingTel

Take Your Career Further

A skilled workforce is essential in sustaining Singapore's global competitiveness. There is a wide range of initiatives and schemes available to both individual and employers to support skills acquisition as well as career development in HR.

FOR INDIVIDUALS

Education and Career Guidance (ECG)

Education and Career Guidance (ECG) is about equipping students, as well as adults, with the necessary knowledge, skills and values to make informed education and career decisions. With the help of trained ECG counsellors, students will be exposed to a wide range of education and career options, and given the opportunities to make informed post-secondary education choices. Singaporeans in the workforce can benefit from career coaching, employability skills workshops, networking sessions through the Workforce Singapore (WSG) Career Centres and the Employment and Employability Institute (e2i).

Enhanced Internships

The Enhanced Internships are designed to provide students with a more meaningful internship experience through more structured learning and support at the workplace. Participating companies will work closely with ITE and polytechnics to deliver a positive and meaningful internship experience. The features of the Enhanced Internships include baseline allowance of $600 a month, structured training plan with clear learning outcomes, assigned mentors to provide guidance to interns and rotation to at least two departments per internship period.

SkillsFuture Credit

Credit of $500 for all Singapore Citizens aged 25 and above defrays costs for a wide range of skills-related courses to encourage skills development and lifelong learning.

SkillsFuture Earn and Learn Programme

A work-learn programme is designed to give graduates from the ITE and polytechnics a headstart in careers related to their discipline of study. Suitable candidates will be matched with a job related to their field of study, and undergo structured on-the-job training and mentorship in participating companies. They can also gain industry experience and attain an industry-recognised certification concurrently.

SkillsFuture Fellowships

This monetary award of $10,000 recognises Singapore Citizens with deep skills, who are champions of lifelong learning, and committed to contributing to the skills development of others.

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SkillsFuture Singapore-supported courses and at least 90% of programme cost for Ministry of Education (MOE)-subsidised full-time and part-time courses.

SkillsFuture Series

Targeted at Singaporeans who are keen to either gain a basic understanding or deepen their skills in eight emerging areas*, the SkillsFuture Series comprises training programmes across three proficiency levels, namely Basic, Intermediate and Advanced. Adult learners of different skills proficiency and industry background can therefore benefit from the SkillsFuture Series. Individuals will receive 70-90% course fee subsidy depending on eligibility.

*Eight emerging areas are: *Data analytics, Cybersecurity, Advanced manufacturing, Urban solutions, Finance, Tech-enabled services, Digital media, Entrepreneurship*

Young Talent Programme

Students from ITE, polytechnics, and universities can embark on overseas internships to take on work and study programmes that will prepare them for international assignments in their future careers.

SkillsFuture Qualification Award

This award encourages Singapore Citizens to attain full Workforce Skills Qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

SkillsFuture Study Award

This key initiative under the HR Industry Manpower Plan supports HR professionals to continually deepen their skills in the sector, allowing them to be more effective in developing people strategies that benefit the workforce and support business transformation. The SkillsFuture Study Award is a monetary award of $5,000, and is managed and administered by IHRP.

FOR INDIVIDUALS AND EMPLOYERS

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills.

P-Max

Singaporeans or Singapore Permanent Residents can gain access to career opportunities with small- and medium-sized enterprises (SMEs), and benefit from workshops and progressive HR practices designed to help them adapt to the working environment in an SME.

Take Your Career Further

FOR INDIVIDUALS AND EMPLOYERS

Career Matching Services

Individuals can seek guidance on career development and access self-help career resources, job opportunities, career events, workshops and programmes, job matching tools and in-depth profiling.

Career Support Programme (CSP)

Singaporean professionals, managers, executives and technicians can turn to the Career Support Programme if they have been made redundant or are unemployed and have been actively looking for jobs for six months or more. It help them undertake new jobs paying monthly salaries of $3,600 or more.

Career Trial

The Career Trial aims to help Singaporean jobseekers try out more jobs and assess new careers through short-term work stints in jobs paying $1,500 or more. Eligible jobseekers who are employed after the Career Trial and stay on the job for at least three months can receive retention incentives of up to $1,500.

Professional Conversion Programme

The programme reskills and helps individuals acquire the necessary knowledge and competencies to take on new jobs in growing sectors. Employers will receive 70-90% support for both salary and course fees.

IHRP Certification

The IHRP Certification is the national HR certification which benchmarks and recognises professionals as they progress in their careers through a rigorous and holistic assessment of work experience and competencies. IHRP Certification gives HR practitioners an industry-endorsed mark of quality that acknowledges mastery of HR competencies, mindsets and behaviours that are valued by employers. Being certified also signals currency and demonstrates commitment to learning.

IHRP certification covers three levels:
IHRP Master Professional (IHRP-MP®)
IHRP Senior Professional (IHRP-SP®)
IHRP Certified Professional (IHRP-CP®)

IHRP is the only HR professional body in Singapore authorised to implement and award the credentials under the IHRP Certification.

Initiatives and Schemes by:
- SkillsFuture Singapore
- Workforce Singapore
- Institute for Human Resource Professionals

For more information on the initiatives and schemes, please visit
skillsfuture.sg | wsg.gov.sg | ihrp.sg

Realise Your Potential –
Take the Next Step Forward

Now that you have some idea of what a career in the HR industry can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

NEW ENTRANTS

Use the Skills Framework for HR to find out about careers in the sector

UNDERSTAND the career pathways and the attributes needed to take on a particular occupation in the sector

UNDERSTAND the skills and competencies required for the job role and identify relevant training programmes to help you become a qualified personnel

EXPERIENCED PROFESSIONALS

Use the Skills Framework for HR to find out how to chart your career

PLAN for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks

IDENTIFY skill gaps that you are lacking in your current or next job role

IDENTIFY relevant training programmes

TRAINING PROGRAMMES

Embark on your career in HR

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

For a list of training programmes available for the HR industry, please visit: **skillsfuture.sg/skills-framework/hr**

Skills Map

Notes

Chief Human Resource Officer

> "The strengthening of HR as a profession will benefit the Industry Transformation Maps and the future of Singapore. The Skills Framework for HR provides us with information and insights that we can align to our internal learning frameworks. It also provides a clear roadmap of career paths and training programmes for individuals to develop their careers."

Head of Group Human Resources

Jason Ho
IHRP Master Professional (IHRP-MP)
OCBC Bank (HCPartner)

MAKING LONG-LASTING IMPACT ON PEOPLE AND ORGANISATION

Jason Ho was Head of Asset & Liability Management at OCBC Bank when he was asked to consider a career transition to be the bank's Head of Group Human Resources in 2014. It came as no surprise as he had already been deeply involved in HR initiatives such as mentoring young colleagues.

It was a switch that energised the veteran banker with new challenges and perspectives. Since assuming the new role, he has been leading the people and organisational strategy at OCBC Bank and its subsidiaries in 18 countries, supported by a team of about 180 HR practitioners.

"In my previous job, I made decisions around market dynamics," Jason explains. "In HR, we make decisions that impact people long-term and touch all aspects of the organisation. It is a more satisfying and well-rounded experience."

After a six-month transition of understudying his retiring predecessor, Jason was ready to roll out his HR strategy for OCBC Bank. He steered his team to refresh the employer branding, with 'We See You' as the tagline to convey a caring and progressive organisation that recognises employees as unique individuals and aims to make a sustainable difference to them.

New learning and development programmes were launched, including an ambitious $20-million OCBC Future Smart Programme to equip 29,000 staff with digital skills to address the emergence of new and disruptive technologies. Another progressive programme was the OCBC FRANKpreneurship internship programme that infuses entrepreneurship with banking skills in a structured six-month training period for undergraduates. Within the HR department, a robust learning roadmap was also developed for the team to deepen their skills as they prepare for the IHRP Certification. Jason himself has attained IHRP Master Professional Certification.

In the IT roadmap for his HR team, Jason oversaw the merging of all HR systems into one database upon which analytics could be conducted accurately. The HR team is now able to build models for predictive attrition, learning intervention needs and job interviewees' experiences. With data analytics, HR business partners can now deepen their discussions with the business teams and make more informed decisions for the organisation.

Technology was also employed to bring HR closer to OCBC employees. Through their mobile devices, employees can now use HIP, or HR in Your Pocket, to access a comprehensive suite of HR services from leave applications to claim submissions and a people directory. This award-winning application uses Artificial Intelligence to power a chatbot to enhance the employee experience.

Currently sitting on the Board of IHRP and heading the engagement and outreach efforts, Jason is excited by the development opportunities ahead for the HR professionals, especially so for HR practitioners in small-medium-sized enterprises.

"HR has come to the forefront as an enabler of all the Industry Transformation Maps in Singapore," he says. "I support what IHRP has set out to do by setting the professional standards for HR practitioners to take them to the next level."

Chief Human Resource Officer

The Chief Human Resource Officer (CHRO) is responsible for the effective and efficient running of the HR function. He/She applies his business and financial knowledge of the organisation and advises senior business leaders on HR matters and the relevant impact to the organisation. He drives the culture of the organisation by championing organisational values and cultivating the desired culture of the organisation with other senior business leaders and stakeholders. He has a sound understanding of the external environment impacting the organisation and provides strategic foresight and HR insights to offer innovative solutions in solving organisational issues.

The CHRO adopts a global, forward-thinking perspective and effectively integrates various considerations to arrive at well-rationalised decisions. He is an influential and inspiring leader who effectively builds relationships and engages with various stakeholders within and beyond the organisation.

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Apply business and financial acumen, MP** Using knowledge of key business drivers and important company data to make informed decisions with a keen appreciation of their impact on business outcomes	• Formulate and shape the organisation's business strategy and enterprise risk management with senior business leaders and stakeholders by giving inputs related to business and people agenda • Deliver credible and persuasive presentations to senior business leaders and stakeholders and display deep understanding of the business and industry • Display professional maturity and executive presence in dealing with contentious or sensitive topics during discussion with senior business leaders and stakeholders • Advise senior business leaders and stakeholders on the design of the organisation structure to enable business strategy and support the business objectives aligning to the organisation's vision, mission and goals • Identify and assess an organisation's current and future core capabilities required to deliver against business strategy in a competitive operating environment and changing business landscape and economic conditions • Understand and interpret business and financial performance metrics from people's perspective to identify key challenges and root causes and recommend strategic solutions related to workforce performance • Advise senior business leaders and stakeholders to invest strategically on people related matters where it has high impact on current and future workforce performance • Evaluate impact of HR policies and programmes on workforce performance taking into consideration the priorities, industry, size and complexity of the organisation as well as risks, costs and benefits to the organisation • Lead the talent agenda by overseeing the development and strengthening of the talent bench strength and leadership pipeline in order to build a high performance workforce, meet succession needs and ensure business continuity and sustainability • Articulate the alignment and impact of HR strategy, goals and initiatives on workforce, business and financial performance • Articulate organisation's rewards philosophy that includes employee value propositions, non-monetary rewards and performance based monetary rewards to motivate workforce and drive high performance	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

Chief Human Resource Officer

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Steer organisational culture and change, MP** Lead and direct changes in organisational strategies, policies, structure and culture, by providing effective and strong leadership	• Champion organisational values and cultivate desired culture with other senior business leaders and stakeholders • Identify strategies for managing and resolving organisational challenges in the areas of ethics, culture and performance • Champion organisation development or change interventions to develop and increase organisational agility and drive high performance culture in the workplace aligning to organisation's strategy and objectives • Provide clarity to the expected conduct and behaviours of all employees by ensuring behaviours are consistent with the values of the organisation • Promote changes to the existing operating environment that positively impacts working relations and partnerships with internal and external stakeholders • Steer large scale organisational change or transformation programmes, acting as advisor and change champion • Lead HR transformation programmes in pursuit of optimised workforce, HR technology and operational excellence in the delivery of HR services • Formulate the overall learning and development strategy and lifelong learning philosophy through a multi-pronged approach to structured and unstructured learning, coaching, mentoring, and on-the-job training to cultivate a culture of lifelong learning, resilience and change agility • Lead the team in managing complex organisational change and provide insights and guidance to deal with the resulting ambiguity to ensure minimal disruptions to the operations within the organisation and employees are engaged • Recognise the business implications of upholding ethical principles and proper conduct and cultivate a highly ethical work environment by holding the HR function to the highest standards of ethical and professional conduct • Articulate desired key behaviours premised upon organisational values and desired cultural traits to influence employees to embrace the values and desired culture • Articulate the impact of changes to employees and change readiness of employees, provide strategic inputs and provide visible support in all communications initiatives to support change interventions and employee engagement initiatives	

Chief Human Resource Officer

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Deliver strategic insights and foresights, MP** Synthesise business viewpoints that are future oriented to offer creative and effective solutions in solving strategic organisational issues	• Evaluate the implications of the external environment (political, regulatory, economic, social, technological, legal) on the industry, organisation and people and respond to challenges in an agile manner • Provide industry trends and strategic insights across a range of internal business changes and imperatives (dealing with multi-generational workforce, adapting to the changing operating environment, operating effectively across cultures, harnessing innovation, managing digital and technology impact, and transforming HR) to enable senior business leaders and stakeholders to make decisions that help the organisation to be future-ready • Scan the local, regional and international business landscape to identify emerging trends and develop long-term strategies, provide insightful perspectives and foresights so as to always take pre-emptive action to capitalise on new opportunities or navigate people-related risk and regulatory complexities • Actively participate in professional associations, present thought leadership and insights, and share knowledge gained with others through various channels • Champion the adoption of workforce analytics (HR metrics and data analytics) as a business intelligence tool that enables sound and informed decision-making around workforce and people management • Influence best practices by leveraging lessons learned from HR community and marketplace trends, setting the trend and innovating HR solutions to position the organisation as an employer of choice • Keep pace with the latest trends and developments in HR concepts, tools, techniques, technology and innovative solutions so as to bring insights to enhance value of HR to businesses • Provide strategic direction for HR function and initiatives based on insights derived from business performance metrics, HR metrics, and external industry benchmark data • Integrate global best practices in formulating HR strategies to position the organisation as a recognised leader in the industry • Champion large-scale employee-related or HR initiatives that set the trend in the industry and enhance the organisation's branding and position as an employer of choice in the industry	

Chief Human Resource Officer

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Drive HR business partnering, MP** Partner with members of the executive suite to position the HR function as a key business enabler to achieve organisational goals	• Serve as a trusted advisor to the business leaders by demonstrating business acumen, industry knowledge and forward thinking HR practices by working through business and operational issues and challenges • Define the impact of current marketplace dynamics and current and future industry trends on the organisation's HR strategy and initiatives prior to implementation • Provide effective governance and oversight to instil the necessary discipline in policy enforcement and issue resolution • Help leaders and stakeholders in such a manner that both organisation's and employees interests are protected • Position the HR function as a business partner with other business leaders by forging closer relationships and working collaboratively with them to add value to business and employee agenda • Oversee the design and delivery of HR strategy and initiatives and ensure alignment of the HR imperatives to the organisation's strategic goals and business imperatives • Apply a value-based or principle-based approach to dealing with dilemmas or paradoxes and being the "conscience" of the organisation in such situations • Advocate the people agenda in all matters to cultivate a culture where employees in the organisation are valued and engaged	
	Engage and manage stakeholders, MP Forming and maintaining relationships with both senior internal and external stakeholders, conducting and positioning oneself with decorum	• Engage with members of the board and executive suite level on board-related and organisation group-wide issues • Champion people-related initiatives with senior business leaders and stakeholders to promote and enhance employee engagement across the organisation	

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Business Acumen	Level 6	Leadership	Advanced
	Career Framework Design	Level 5	Decision Making	Advanced
	Conduct and Behaviour Management	Level 5	Communication	Advanced
	Contingent Workforce Management	Level 6	Global Mindset	Advanced
	Diversity and Inclusion Management	Level 5	Interpersonal Skills	Advanced
	Employee Communication Management	Level 4		
	Employee Engagement Management	Level 6		
	Employer Branding	Level 6		
	Executive Remuneration Management	Level 6		
	Financial Acumen	Level 5		
	Human Resource Advisory	Level 6		
	Human Resource Analytics and Insights	Level 5		

Chief Human Resource Officer

SKILLS AND COMPETENCIES	**TECHNICAL SKILLS AND COMPETENCIES**	
	Human Resource Digitalisation	Level 6
	Human Resource Policies and Legislation Framework Management	Level 5
	Human Resource Practices Implementation	Level 5
	Human Resource Service Quality Management	Level 6
	Human Resource Strategy Formulation	Level 6
	Industry Networking	Level 6
	Labour Relations Management	Level 5
	Leadership Development	Level 6
	Learning and Development Strategy	Level 6
	Organisational Change Management	Level 6
	Organisational Culture Development	Level 6
	Organisational Design	Level 6
	Organisational Diagnosis	Level 6
	Organisational Strategy Development	Level 6
	Performance Management	Level 5
	Project Management	Level 6
	Risk Management	Level 6
	Skills Framework Adoption	Level 6
	Stakeholder Engagement and Management	Level 6
	Strategic Workforce Planning	Level 6
	Succession Planning	Level 5
	Talent Management	Level 6
	Technology Integration	Level 6
	Total Rewards Philosophy Development	Level 6
	Workplace Optimisation	Level 5

Notes

Operations and Technology

> "The upskilling of HR staff is important as we move HR from backroom to boardroom. The Skills Framework helps to provide new and experienced HR practitioners with an understanding of the A-to-Z skills needed in each function, to be able to plan ahead for skills upgrading. It's a step in the right direction."

Director, Corporate Services

Dr Noraslinda Zuber
Islamic Religious Council of Singapore
Majlis Ugama Islam Singapura (MUIS)

TAKING HR FURTHER, WITH TECHNOLOGY

Artificial Intelligence is one example of how technology can shape the work of HR in the future, according to Dr Noraslinda Zuber, Director of Corporate Services at MUIS.

Nora further elaborates that HR teams are already exploring how data analytics can help in making evidence-based decisions to improve policies and frameworks and plan ahead with the best strategies. Some organisations are also looking at using machine learning to sift through piles of resumes to target suitable candidates for recruitment.

In almost 20 years as a career civil servant and HR practitioner, Nora had gone through the full spectrum of generalist and specialist HR roles within Singapore's public service. Now she helms the HR function with a team of six colleagues supporting about 200 staff at MUIS.

Over these years, she has seen HR teams benefit from leveraging technology to automate routine HR functions, such as personnel and payroll systems. Her team at MUIS went further by using the Facebook Workplace platform to improve the staff engagement and internal communications process.

"Digital transformation makes HR more efficient," says Nora. "We ask ourselves how can we look at new ways of doing things? How can we automate processes to be faster and simpler, freeing up the time for the HR team to take on strategic functions and improve the employee experience?"

She cites examples of how technology has opened up more training and development avenues to future-ready the workforce. Bite-sized learning and mobile learning can reach out to staff who do not have the luxury of attending formal off-site training programmes. Augmented reality can also simulate real-life scenarios to make training programmes more effective.

In addition, employees can enjoy the convenience of accessing self-service HR functions on digital platforms. Organisations that need to reach out to overseas recruits can also benefit from video interviewing solutions.

As HR continues to transform, Nora says that the ideal person who can drive the digitisation efforts must have a sound understanding of the HR function and business needs, and be able to work with IT colleagues and vendors to evaluate the best technology solutions. He or she does not need to be an IT wizard but must be comfortable enough to work with technology.

Skills upgrading can help to hone the skills of HR practitioners. However their ability to embrace change is most important.

Nora exemplifies the model of a lifelong learner. As she is still progressing in her HR career, she complemented her basic degree in History, Masters in Southeast Asian Studies and doctorate in Malay Studies with a Masters in Human Resources. Not resting on her laurels, she has plans to pursue IHRP Certification in the next stage of her career to bring more value to the organisation.

Manager, Operations and Technology

JOB ROLE DESCRIPTION

The Manager, Operations and Technology implements and maintains processes and systems that support strategic HR initiatives for the various HR functions. He/She evaluates the effectiveness of HR processes and systems and liaises with various departments to understand their data reporting and analysis requirements. He sets objectives for data analysis and improves analytical models where necessary.

The Manager, Operations and Technology adopts an analytical and methodical approach to addressing issues. He is astute in managing resources and leveraging on people capabilities and technologies to improve HR processes and systems. He is at ease working with technical systems and data, and is able to derive and communicate insights in a compelling manner.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Implement strategic HR initiatives	• Monitor HR functions' capability and readiness levels for incorporating strategic HR initiatives within their functions • Determine HR operations' needs and infrastructure capabilities • Establish processes and systems that support HR operations' needs • Lead operations team in the implementation of strategic HR initiatives • Train HR operations and technology team and line managers on changes in technology, systems and processes	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
	Implement HR systems	• Identify the operational needs for HR systems • Synthesise organisational requirements and budget constraints to decide whether HR systems should be built or bought • Present business cases for new system implementation or system enhancements to senior management to obtain budget • Conduct Request for Proposal (RFP) processes for HR systems • Evaluate available HR systems and vendors to recommend suitable options • Determine system functionalities and customisations to be incorporated in HR systems • Design implementation plans for HR systems • Lead implementation and roll-out of HR systems	
	Evaluate effectiveness of HR processes and systems	• Design feedback mechanisms to gather inputs on effectiveness of HR processes from lines of business • Evaluate effectiveness of HR systems and processes against requirements, objectives and user needs • Monitor compliance of HR systems with data and regulatory requirements • Recommend improvement opportunities to HR processes and corresponding HR policies • Implement improvements to HR processes and systems • Manage the impact of changes made to HR processes and systems with stakeholders	

Manager, Operations and Technology

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Run HR analytics**	• Liaise with various departments to understand data reporting and analysis requirements • Set objectives for data analysis • Fine-tune the analytics models • Perform analytics on HR data to identify future risks and opportunities • Develop recommendations using visualisation tools to guide business and HR decisions and solutions • Prepare action plans to implement decisions for enhancing business and HR performance	
	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	• 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 • 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 engage 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	

Manager, Operations and Technology

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	
	Manage team operations and performance	• Translate long-term objectives for the operations and technology 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 • Monitor team's service levels and standards against goals and 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	

Manager, Operations and Technology

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Acumen	Level 4	Sense Making	Intermediate
Data Collection and Preparation	Level 4	Problem Solving	Advanced
Data Governance	Level 4	Communication	Advanced
Data Management	Level 4	Computational Thinking	Intermediate
Diversity and Inclusion Management	Level 3	Resource Management	Intermediate
Financial Acumen	Level 3		
Human Resource Advisory	Level 4		
Human Resource Analytics and Insights	Level 4		
Human Resource Digitalisation	Level 5		
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		
Human Resource Systems Management	Level 4		
Operational Excellence	Level 4		
Organisational Change Management	Level 4		
Organisational Culture Development	Level 4		
Organisational Diagnosis	Level 5		
Project Management	Level 4		
Risk Management	Level 4		
Skills Framework Adoption	Level 4		
Stakeholder Engagement and Management	Level 4		
Technology Integration	Level 4		

Head, Operations and Technology

JOB ROLE DESCRIPTION

The Head, Operations and Technology formulates and leads the implementation of organisation-wide HR operational policies, procedures and systems initiatives. He/She determines the criteria and measures to evaluate effectiveness of HR systems and leads communication of HR systems updates and changes to senior business leaders. He conceptualises new data models and reviews data-based recommendations to select optimal solutions to address business needs.

The Head, Operations and Technology adopts a broad, global perspective and synthesises knowledge from multiple domains to arrive at holistic solutions to optimise the organisation's HR processes and systems. He is a forward-thinking leader who exercises sound judgement and defensible logic to influence others and secure their buy-in.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Implement strategic HR initiatives	• Formulate organisation-wide HR operational policies, procedures and systems initiatives • Assess HR functions' capability and readiness in operationalising strategic HR initiatives • Evaluate emerging technologies against HR operations' needs and infrastructure capabilities • Articulate considerations on the operationalisation of initiatives to shape strategic HR direction and programmes • Evaluate potential operational impacts of strategic HR initiatives on relevant HR functions • Align technology initiatives to business strategies • Drive digitalisation and automation initiatives for HR programmes and processes	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
	Implement HR systems	• Establish objectives of organisation's HR systems • Identify business priorities in using HR systems • Prioritise HR system trends in alignment with organisational context and objectives • Set budgets for HR systems • Finalise selection of HR systems that meets requirements and budget considerations • Review implementation plans to ensure integration with other systems in organisation • Obtain senior business leaders' buy-in and support for the adoption of HR systems	
	Evaluate effectiveness of HR processes and systems	• Determine criteria and measures to evaluate effectiveness of HR processes and systems • Identify compliance requirements for the HR systems • Evaluate impact of changes in HR processes and systems on other business processes • Approve changes to the HR processes, systems and corresponding HR policies • Lead communication of HR process changes and system updates to senior business leaders • Determine renewal or termination of current vendors based on evaluation of HR systems' performance and effectiveness	
	Run HR analytics	• Define business issues requiring HR data analysis • Conceptualise new data models that address business needs • Derive business insights from HR data analytics • Review data-based recommendations to select optimal solutions • Lead decision-making with relevant stakeholders to improve and enhance business and HR performance	

Head, Operations and Technology

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Analytics and insights, SP** Deploy a range of data mining tools and analytical techniques to create management information, business insights, 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 HR 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	

Head, Operations and Technology

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS		
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 senior business leaders on labour policies, employment legislation and their applications to facilitate their understanding of compliance requirements • Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches	
Manage team operations and performance	• Establish long-term objectives and service standards for the operations and technology function that align with the organisational strategy • Establish the operating and resourcing structures 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 strategies into service level agreements, performance goals and departmental objectives • Provide coaching and guidance to subordinates • Approve workflow improvement solutions and recommendations for the operations and technology 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	

Head, Operations and Technology

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Business Acumen	Level 5
Data Governance	Level 5
Diversity and Inclusion Management	Level 4
Financial Acumen	Level 4
Human Resource Advisory	Level 5
Human Resource Analytics and Insights	Level 5
Human Resource Digitalisation	Level 6
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	Level 5
Human Resource Systems Management	Level 5
Operational Excellence	Level 5
Organisational Change Management	Level 5
Organisational Culture Development	Level 4
Organisational Design	Level 4
Organisational Diagnosis	Level 6
Organisational Strategy Development	Level 5
Project Management	Level 5
Risk Management	Level 5
Skills Framework Adoption	Level 5
Stakeholder Engagement and Management	Level 5
Technology Integration	Level 5

GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Leadership	Advanced
Transdisciplinary Thinking	Advanced
Communication	Advanced
Decision Making	Advanced
Global Mindset	Advanced

Performance and Rewards

> "In a world where disruption is a given, the HR professional should constantly look at identifying skills gaps and upgrading skills competencies in order to add value to a business and to create sustainable competitive advantage."

Senior Vice President, Human Resource

Tan Wong Tong
ST Logistics Pte Ltd (HCPartner)

REALISING PEOPLE'S FULL POTENTIAL TO EXCEL

While many prime-mover drivers in Singapore are compensated on an incentive-based system, ST Logistics adopts a different approach. The company pays fixed salaries to its drivers to ensure that they do not compromise on safety by trying to complete more trips to earn more.

"We believe in not only paying our employees rightly, but also fairly," says Tan Wong Tong, the company's Senior Vice President heading the HR team. His approach towards performance and rewards is to ensure that the needs and aspirations of different groups and generations of employees are met so that they are engaged and motivated to put forth their best effort.

"As people are our key resource, our success is dependent on them," he says. "By putting in place a good performance and rewards system, HR would be able to attract, motivate, and retain talent as well as shape our employees' performance and behaviour to bring out their full potential to grow and excel to meet organisational objectives."

Wong Tong notes that the logistics industry has been undergoing changes with the government's launch of the Industry Transformation Map. ST Logistics is a firm supporter of the transformation effort and Wong Tong has contributed to the Logistics Technical Committee for Skills Framework that formulated the skills and competency framework for the logistics industry, a role he found challenging and rewarding.

Taking the company's HR leadership further, Wong Tong represents ST Logistics as a Human Capital Partner in the tripartite initiative to develop a Singaporean core for the logistics industry. The company intends to be a supplier of talent to the industry by growing its own workforce through government initiatives such as WSG's Adapt & Grow, Professional Conversion Programme, and Attach and Train Programme. The HR's team ability to induct a number of young and mature people into the company is testimony to the level of influence and trust it has built up with the business units.

To ensure HR has the best-in-class practices for the well-being and benefit of employees, Wong Tong encourages his team members to pursue skills upgrading. The skills that he finds essential are in understanding business contexts to be able to add value, identifying HR issues, providing creative strategies and solutions and crafting communication messages succinctly. He is pleased to see a Skills Framework for HR, which is similar to the Skills Framework for Logistics that his team has been advocating across internal business units.

Looking ahead to his own development, he hopes to enhance his skills in networking. The ability to tap on existing contacts and build on new networks will help him in programme development with partners within the ecosystem as they collectively uplift and develop skills and competencies in the logistics sector.

Associate, Performance and Rewards

JOB ROLE DESCRIPTION

The Associate, Performance and Rewards assists with the administration of performance reviews and compensation and benefits programmes in the organisation. He/She researches on industry compensation and benefits practices and liaises with vendors for benefits programmes suitable for the workforce. He manages routine employee queries relating to performance management systems and compensation and benefits processing. He generates salary and benefits reports, conducts data analyses and presents preliminary findings to senior members of the team.

The HR Associate, Performance and Rewards enjoys working in a team environment and interacts proactively with various stakeholders. He is enthusiastic and eager to serve others and can adapt to various forms of technology within his area of work to enhance work quality and meet others' needs more effectively.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Administer performance management programmes	• Disseminate information to employees in relation to performance reviews and timelines • Generate performance management reports while ensuring confidentiality of performance review data • Respond to employee queries relating to organisational performance management systems	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
	Implement compensation and benefits plan	• Document organisation's compensation and benefit policies • Consolidate data on industry compensation and benefits practices for review purposes • Gather information on employees' job requirements to support job evaluation with reference to skills maps of the Skills Frameworks • Gather employee feedback on organisation's benefits schemes for review purposes • Source for external vendors for memberships and promotions as part of benefits programmes • Gather data on employee demographics and risk profiles to support review of benefits programmes	
	Administer employee compensation	• Generate monthly payroll reports • Generate reports on employer contributions towards employees' retirement savings plans • Administer compensation reimbursement, based on employee submissions • Generate annual salaries reports and income tax declaration forms • Respond to routine employee queries on matters relating to compensation	
	Administer employee benefits	• Collate submitted benefits claims for processing and report generation • Process benefits claims based on employee submissions • Generate benefits claims reports • Respond to routine employee queries on matters relating to benefits	

Associate, Performance and Rewards

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Prepare performance, rewards and other employee data**	• Maintain historical and current employee data in HR systems • Identify data availability and data quality challenges to support report generation • Follow regulatory and ethical guidelines when handling employee data • Prepare performance and rewards data for analysis • Process performance, rewards and other employee data reports from HR systems • Draw inferences from data analysis for further evaluation • Consolidate outcomes of analysis, highlighting anomalies, if any	

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Benefits Management	Level 2	Service Orientation	Basic
	Compensation Management	Level 2	Communication	Basic
	Data Collection and Preparation	Level 2	Interpersonal Skills	Basic
	Data Management	Level 2	Teamwork	Basic
	Employee Communication Management	Level 2	Digital Literacy	Basic
	Human Resource Analytics and Insights	Level 2		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 2		
	Job Analysis and Evaluation	Level 2		
	Performance Management	Level 2		
	Skills Framework Adoption	Level 2		
	Stakeholder Engagement and Management	Level 2		

Executive, Performance and Rewards

JOB ROLE DESCRIPTION

The Executive, Performance and Rewards supports the execution of performance management programmes and implements compensation and benefits plans. He/She performs benchmarking for the organisation's compensation and benefits programmes with comparable organisations. He supervises the preparation of the payroll reports and collaborates with benefits partners and vendors for claim disbursements. He is also responsible for ensuring that performance and compensation records in the systems are accurate and that regulatory guidelines are adhered to. He performs data analytics and shares insights reports with senior members of the team.

The Executive, Performance and Rewards thrives in a team environment, and is comfortable communicating with various stakeholders within and beyond the team. He possesses an analytical mind and is able to derive insights from data, leveraging them to address issues and derive solutions to work challenges.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Administer performance management programmes	• Develop employee communications to inform employees about performance reviews and timelines • Gather feedback from employees to evaluate effectiveness of performance management programmes • Document action plans and assessment results for poor performers	In accordance with: • Central Provident Fund Act • Employment Act • Employment of Foreign Manpower Act
	Implement compensation and benefits plan	• Formulate communications to share organisation's compensation and benefits policies with employees • Identify peer companies and competitors of the organisation to support benchmarking • Benchmark organisation's compensation and benefits programmes against industry practices in relation to sector wage information of the Skills Frameworks • Conduct job analyses and evaluations to propose employees' job sizes • Analyse employee feedback on benefits schemes • Prepare contract terms with external vendors for benefits offered • Analyse employee demographics and associated risk exposure	• 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
	Administer employee compensation	• Review generated payroll reports • Review employer contributions reports • Implement employee compensation reimbursement plans • Review annual salaries reports and income tax declaration forms • Develop frequently asked questions and responses on compensation matters	
	Administer employee benefits	• Verify that submitted claims are covered under organisation's benefit schemes • Liaise with organisation's vendors and partners on benefits and claims processing • Review benefits claims against entitlements to ensure accurate disbursements • Analyse utilisation rates of employee benefits and programmes • Develop frequently asked questions and responses on benefits	

Executive, Performance and Rewards

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS		
Manage performance, rewards and other employee data	• Organise performance, rewards and other employee data in HR systems • Implement data checks and cleansing techniques to address data availability and quality challenges • Check that regulatory and ethical guidelines are adhered to when handling employee data • Develop standard reporting templates for performance and rewards management • Identify data required for analysis of business and/or HR issues • Analyse historical and current HR data to identify trends and patterns in performance and rewards • Conduct diagnostic analytics on HR data to identify causes of behaviours and performance outcomes • Prepare technical and business reports with the analytical findings	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benefits Management	Level 3	Communication	Intermediate
	Business Acumen	Level 3	Problem Solving	Intermediate
	Compensation Management	Level 3	Computational Thinking	Intermediate
	Data Collection and Preparation	Level 3	Sense Making	Intermediate
	Data Management	Level 3	Teamwork	Intermediate
	Employee Communication Management	Level 2		
	Financial Acumen	Level 3		
	Human Resource Analytics and Insights	Level 3		
	Human Resource Policies and Legislation Framework Management	Level 3		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 3		
	Job Analysis and Evaluation	Level 3		
	Operational Excellence	Level 3		
	Organisational Change Management	Level 3		
	Performance Management	Level 3		
	Project Management	Level 3		
	Skills Framework Adoption	Level 3		
	Stakeholder Engagement and Management	Level 3		
	Technology Integration	Level 3		

Manager, Performance and Rewards

JOB ROLE DESCRIPTION

The Manager, Performance and Rewards develops performance management policies, frameworks and compensation structures within the organisation's financial budget. He/She provides support and guidance to line managers in establishing performance indicators, conducting performance reviews and communicating evaluation ratings to their team. He provides suggestions on compensation structures and benefits programmes based on industry benchmarks and the total rewards philosophy of the organisation. In addition, he is responsible for managing team operations and performance, and integrating Skills Frameworks into performance management systems within the organisation.

The Manager, Performance and Rewards enjoys working with data and leveraging them to analyse, investigate and solve complex problems. He grounds his decisions in sound reasoning and is able to communicate and justify his rationales to others in a diplomatic and engaging manner.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Performance management, CP Establish organisation-wide performance management policy, framework and processes that fairly reflect the relative performance of people so that performers are appropriately rewarded and non-performers are dealt with through improvement plans or planned exits	• Develop and implement performance management framework, policies and processes that are robust and objective • Provide support to middle and senior managers to cascade and communicate their key performance indicators to their team members and develop performance goals that are aligned to business requirements • Deliver effective communications on performance management programmes and policies to the people, ensuring that they understand how they will be evaluated, rewarded, or developed, according to their performance evaluation • Provide communications toolkit and support to middle and senior managers to communicate performance evaluation ratings to their individual staff professionally on a one-to-one basis • Plan and execute organisation-wide communications activities to communicate organisation-wide performance management system • Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by employees • Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality • Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback and developing continuous improvement actions	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
	Compensation management, CP Develop and administer compensation strategies to attract, motivate and retain workforce	• Conduct salary study to support recommendations on compensation structure that aligns to the industry range and meets the organisation's financial budget • Resolve issues or address questions related to payroll policies and procedures to ensure workforce are paid in accordance with agreed employment terms and conditions • Translate compensation structure through job analysis and evaluations, employee feedback and external industry analysis to ensure that compensation remains relevant for the business and is market-competitive	

Manager, Performance and Rewards

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Benefits management, CP** Develop and administer non-monetary compensation to enhance the organisation's employee value proposition	• Benchmark benefits with other comparable organisations • Design and implement benefits, including health and wellness programmes, that would meet the needs of the workforce and within the approved budget • Plan and implement activities to communicate the benefits offered by the organisation • Cultivate a healthy workforce by implementing health and wellness related programmes	
	Cross cultural management, CP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at the 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	
	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	• 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 • 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	

Manager, Performance and Rewards

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 engage 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 of performance management system and total rewards programmes	• Develop performance management systems and key performance indicators in accordance with Critical Work Functions and Key Tasks (CWFs and KTs) of the Skills Frameworks • Leverage Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Frameworks for benchmarking of employees' performance • Leverage skills maps of the Skills Frameworks to assess employees' performance • Design organisation's compensation and benefits programmes with reference to sector wage information of the Skills Frameworks	

Manager, Performance and Rewards

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Manage team operations and performance	• Translate long-term objectives of the performance and rewards 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 technologies within the function • Manage internal stakeholders beyond the team and external stakeholders to achieve shared goals	

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Benefits Management	Level 4	Problem Solving	Advanced
Business Acumen	Level 4	Communication	Advanced
Compensation Management	Level 4	Decision Making	Intermediate
Data Collection and Preparation	Level 4	Teamwork	Intermediate
Data Governance	Level 4	Sense Making	Intermediate
Diversity and Inclusion Management	Level 3		
Employee Communication Management	Level 3		
Employee Mobility Management	Level 4		
Executive Remuneration Management	Level 4		
Financial Acumen	Level 4		
Health and Wellness Programme Management	Level 4		
Human Resource Advisory	Level 4		
Human Resource Analytics and Insights	Level 4		
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		
Job Analysis and Evaluation	Level 4		
Operational Excellence	Level 4		
Organisational Change Management	Level 4		
Organisational Culture Development	Level 4		
Organisational Design	Level 4		
Organisational Diagnosis	Level 4		

Manager, Performance and Rewards

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Performance Management	Level 4
	Project Management	Level 4
	Risk Management	Level 4
	Skills Framework Adoption	Level 4
	Stakeholder Engagement and Management	Level 4
	Strategic Workforce Planning	Level 4
	Technology Integration	Level 4
	Total Rewards Philosophy Development	Level 4

Head, Performance and Rewards

JOB ROLE DESCRIPTION

The Head, Performance and Rewards designs organisation-wide performance management strategies and total rewards philosophy for the organisation to attract and retain talent. He/She establishes performance review cycles and key performance indicators (KPIs) for the business units. He formulates compensation and benefits policies and maintains alignment with the organisation's strategic direction and employee value proposition (EVP), thereby ensuring internal equity of compensation systems. In addition, he is responsible for managing team operations and performance, and integrating Skills Frameworks into performance management frameworks and total rewards philosophy of the organisation.

The Head, Performance and Rewards adopts a broad perspective and is able to clearly articulate a vision and strategy anchored on robust and defensible logic. He proactively guides others, and is able to communicate complex concepts in a simple manner to others.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Performance management, SP Establish organisation-wide performance management policy, framework and processes that fairly reflect the relative performance of people so that performers are appropriately rewarded and non-performers are dealt with through improvement plans or planned exits	• Engage with business leaders to seek clarity on business strategy and co-develop organisational key performance indicators that are aligned to business strategy and objectives for senior leaders • Provide support to senior leaders to cascade and communicate their key performance indicators to their staff and develop performance goals that are aligned to business current and future needs • Provide support or coach senior leaders to communicate performance evaluation ratings to their individual staff professionally on one-to-one basis • Provide communications support or coach senior leaders to communicate organisation-wide performance and changes (if any) to organisation's overall rewards philosophy • Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by senior leaders or stakeholders	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
	Compensation management, SP Develop and administer compensation strategies to attract, motivate and retain workforce	• Align organisation's compensation management policies and practices to organisation needs • Translate compensation management policy and strategy into salary grid, grade structures, and compensation programmes that would incentivise workforce based on the role expectations • Provide consultative support and deliberate decisions with senior stakeholders for cases where the compensation management deviates from policies and processes	
	Benefits management, SP Develop and administer non-monetary compensation to enhance the organisation's employee value proposition	• Design benefits package that meets employee profiles and organisation's budget and which is aligned to organisation's employer brand and employee value proposition • Measure the impact and relevance of the benefits, including health and wellness programmes • Secure stakeholders' commitment and investment in support of benefits policy, including health and wellness programmes, to assure longer term success and sustainability of such programmes	
	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	

Head, Performance and Rewards

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND 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	• 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 HR 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	

Head, Performance and Rewards

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 performance management and total rewards plans and programmes	• Design performance management strategies with reference to the Skills Frameworks guidelines • Secure buy-in from stakeholders on integration of the Skills Frameworks in areas of performance management systems and programmes • Drive adoption of the Skills Frameworks in performance management • Design total rewards philosophy with reference to sector wage information	
	Manage team operations and performance	• Establish long-term objectives for the performance and rewards function that align with the organisational strategy • Establish the operating and resourcing structures 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 strategies into annual performance goals and departmental objectives • Provide coaching and guidance to subordinates • Approve workflow improvement solutions and recommendations for the performance and rewards function • Approve recommendations on changes to the function's operations and required resources • Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits	

Head, Performance and Rewards

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benefits Management	Level 5	Leadership	Advanced
	Business Acumen	Level 5	Decision Making	Advanced
	Compensation Management	Level 5	Developing People	Advanced
	Data Governance	Level 5	Global Mindset	Advanced
	Diversity and Inclusion Management	Level 4	Communication	Advanced
	Employee Communication Management	Level 4		
	Employee Mobility Management	Level 5		
	Executive Remuneration Management	Level 5		
	Financial Acumen	Level 5		
	Health and Wellness Programme Management	Level 5		
	Human Resource Advisory	Level 5		
	Human Resource Analytics and Insights	Level 5		
	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		
	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		
	Risk Management	Level 5		
	Skills Framework Adoption	Level 5		
	Stakeholder Engagement and Management	Level 5		
	Strategic Workforce Planning	Level 5		
	Technology Integration	Level 5		
	Total Rewards Philosophy Development	Level 5		

Notes

HR Business Partner

> "Skills upgrading is critical to HR professionals, as we constantly seek to hone our soft skills and technical know-how to be ready to help organisations facilitate transformation to build a resilient and adaptable workforce. Knowledge and skills acquired can help greatly in our professional development and most importantly, keep ourselves relevant to the market and business."

HR Business Partner

Ivan Lim
IHRP Certified Professional (IHRP-CP)
Aveva

KEEPING THE SKILLS RELEVANT TO BUSINESS

The National Service experience opened his eyes to the importance of people within an organisation and led him to choose a major in organisational behaviour and human resources with his Bachelor of Business Management.

Eight years later, Ivan Lim still believes that HR is his true calling. As an HR Business Partner at Aveva, he works closely with business leaders to establish and drive human capital excellence. This partnership is important in preparing the workforce to support the organisation as it navigates through dynamic and sometimes volatile, complex and ambiguous environments.

"HR business partnership is about taking a proactive approach to align resources to the organisation's goals and objectives," he explains. "We seek to understand the challenges our business faces and how we can act as change agent or enabler to help business leaders."

Ivan believes that empathy is a key characteristic that HR business partners must have as they build deep, trusting relationships with employees from the working level to the senior management. The ability to communicate clearly with sincerity also helps to cement these relationships.

"Successful HR business partnering is contingent in creating positive and constructive relationships," he explains. "We need to let our people know and feel that we are considering and executing matters in their best interests within organisational constraints. Through this, we will gain their trust and support."

In addition, Ivan believes that HR business partners should make extra efforts to know the business well, even if it involves doing things beyond the conventional HR roles. He makes it a point to attend business meetings to gain a better understanding of how HR can add value to the business.

He also hones his skills through continuous learning, such as taking modules from the Global Remuneration Professional Programme. He further underwent the Myers-Briggs Type Indicator certification programme, which helped him to appreciate differences among people and how they can come together to achieve success for the organisation.

In recent months, he became an IHRP Certified Professional, which provided him with the opportunity to refresh his knowledge and understanding of HR. Going through the assessment stages reminded him of the importance of staying abreast of the latest developments in employment regulations and practices.

"The IHRP accreditation sends a strong signal to my peers and colleagues from different functions that HR is no longer the traditional administrative-heavy function; it is a strategic partner to the business," Ivan comments. "It also gives me an industry-endorsed mark of quality, which acknowledges one's competencies and behaviours that are valuable to organisations."

HR Business Partner/HR Manager

The HR Business Partner/HR Manager provides HR consulting to the business. He/She liaises with line managers to understand critical requirements, projects future skills demand and collaborates with hiring managers to prioritise requirements. He influences business leaders to support the assimilation of new hires into the organisation effectively. He guides learning managers to focus on learning programmes to bridge staff capability gaps and build new skills. He partners the business in the identification and management of high-potential talent, and the implementation of succession plans. He advises on non-monetary benefits options to compensation manager to align it with workforce needs. He manages employee issues and supports line managers in exit and retirement processes.

As the main point of contact between HR and the business, the HR Business Partner/HR Manager is an excellent communicator who aligns interests among various stakeholders to promote a cooperative and collaborative work environment. He adopts a service excellence mindset and is passionate about addressing organisational and employees' needs and issues.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Plan HR and workforce strategy and organisation development	• Develop plans to deploy organisation's workforce to maximise productivity in pursuit of organisational vision, mission, strategy and plans in consultation with stakeholders • Collaborate with line managers to project future skills demand and supply • Advise line managers on resource planning options • Facilitate the redesign of the organisation structure to deliver its vision, mission, strategy and plans in an effective and efficient manner • Liaise with employees to evaluate effectiveness of organisation development and change interventions • Engage senior management to support organisation development and change interventions	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
	Attract talent	• Recommend sourcing channels to source the right candidates in line with business needs • Prioritise critical open positions to be filled in consultation with line managers • Guide hiring managers in selection of candidates with right competencies, experience and culture fit through effective screening and assessment processes • Advise hiring managers on the principles of fair and unbiased employment selection practices • Provide advice to business leaders and managers to position the organisation as an employer of choice to secure candidates • Secure involvement of business leaders in the onboarding processes to assimilate new hires effectively • Guide onboarding managers to enhance effectiveness of orientation, induction and assimilation programmes	

HR Business Partner/HR Manager

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Develop talent**	• Define learning and development needs based on business and staff capability needs • Coach employees to refer to career development policies, framework and programmes for career progression in the organisation • Guide line managers in their understanding and usage of performance management, framework and processes • Coach line managers to cascade key performance indicators and performance goals to employees aligned to business requirements • Facilitate talent review sessions with line managers to identify and manage high-performing individuals for mission-critical roles within the organisation • Guide senior management to implement succession plans to identify and groom individuals to take over leadership roles within the organisation	
	Engage talent	• Guide line managers in usage of compensation strategies and programmes to attract, motivate and retain workforce • Review needs of the workforce to recommend non-monetary benefits options to the Compensation and Benefits manager • Provide support to senior management in rolling out employee engagement activities to motivate employees to deliver superior performance in fulfilling organisational requirements • Promote cross-cultural management with stakeholders to embrace differences in perspectives, traditions and culture in working towards mutually agreed outcomes • Manage labour relations to achieve work harmony and progress towards organisational goals	
	Separate talent	• Provide advice to line managers on managing voluntary employee exits to ensure employees leave with a positive association with the organisation • Conduct exit interviews to gather feedback for better employee retention • Recommend alternate strategies to prevent redundancies in the organisation • Coach line managers to manage involuntary exits due to redundancy or other reasons • Guide employees on outplacement support provided by the organisation • Assist retiring employees on retirement process, obligations and post-retirement support available • Facilitate re-employment of employees beyond retirement age in alignment with organisation's retirement policies • Advise line managers in retirement processes to ensure employees leave with a positive association with the organisation	

HR Business Partner/HR Manager

CRITICAL WORK FUNCTIONS	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	• 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 • 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 engage 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	

HR Business Partner/HR Manager

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Labour policies and legislation, SP** 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	
	Manage team operations and performance	• Translate the long-term objectives for the HR business partner 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 AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Benefits Management	Level 3	Communication	Advanced
	Business Acumen	Level 4	Service Orientation	Intermediate
	Compensation Management	Level 3	Problem Solving	Intermediate
	Conduct and Behaviour Management	Level 4	Transdisciplinary Thinking	Intermediate
	Diversity and Inclusion Management	Level 3	Teamwork	Intermediate
	Employee Communication Management	Level 4		
	Employee Engagement Management	Level 4		
	Employee Mobility Management	Level 4		
	Employee Relationship Management	Level 4		
	Employer Branding	Level 4		
	Financial Acumen	Level 3		
	Human Resource Advisory	Level 4		
	Human Resource Analytics and Insights	Level 4		
	Human Resource Digitalisation	Level 4		
	Human Resource Practices Implementation	Level 3		
	Human Resource Service Quality Management	Level 4		

HR Business Partner/HR Manager

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Human Resource Strategy Formulation	Level 4
Involuntary Exit Management	Level 4
Job Analysis and Evaluation	Level 3
Operational Excellence	Level 4
Organisational Change Management	Level 4
Organisational Culture Development	Level 4
Organisational Design	Level 5
Organisational Diagnosis	Level 5
Organisational Strategy Development	Level 4
Performance Management	Level 4
Project 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 5
Succession Planning	Level 4
Technology Integration	Level 4
Total Rewards Philosophy Development	Level 4
Voluntary Exit Management	Level 4

Head, HR Business Partner

JOB ROLE DESCRIPTION

The Head, 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.

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.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Plan HR and workforce strategy and organisation development	• Align HR strategies and plan to organisation's current and future business strategies in consultation with business leaders • 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	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
	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 (EVP) to strengthen employer brand in the market to secure candidates • Recommend onboarding strategies to business leaders to enhance retention of new hires	

Head, HR Business Partner

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	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 strategies of the organisation • Liaise with business leaders to define key performance indicators (KPIs) for senior roles in line with business strategies and objectives • Guide business leaders to cascade KPIs 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 processes	
	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	
	Separate talent	• Guide business leaders to comply with legal obligations when dealing with voluntary exits • 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	

Head, HR Business Partner

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND 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	• 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 HR 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	

Head, HR Business Partner

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	
	Manage team operations and performance	• Establish long-term objectives for the HR business partnering function that align with the organisational strategy • Establish the operating and resourcing structures 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 strategies into annual performance goals and departmental objectives • Provide coaching and guidance to managers • 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	

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	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		

Head, HR Business Partner

SKILLS AND COMPETENCIES	**TECHNICAL SKILLS AND COMPETENCIES**	
	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

Talent Attraction

> "The Skills Framework for HR can be used by both individuals and employers to develop learning and career pathways. It serves as a guide to promote the required skills for HR professionals according to market standards. I believe it will help in developing our capabilities to contribute to business success."

HR Manager

Nicole Lee
IHRP Certified Professional (IHRP-CP)
Panasonic Asia Pacific Pte Ltd (HCPartner)

RENEWING LEADERSHIP FOR CONTINUED SUCCESS

If a business succeeds because of its people, then its people succeed because of a dedicated HR team – that is how Nicole Lee describes the importance of HR to an organisation. In fact, it was the ability of HR to contribute to business success that first drew her to the profession 13 years ago, after obtaining her Bachelor of Business Administration.

As the HR Manager at Panasonic Asia Pacific, Nicole is constantly on the lookout for the right people to ensure an adequate talent pipeline for leadership renewal. Her challenge is to understand the right personal characteristics needed for each position and how the potential job applicants and incumbent employees fit into the company's multi-generational and diverse workforce.

"Talent acquisition and development are critical functions for the company," she says "It is challenging because we must be resourceful and have great market intelligence to understand the available talent in the company and market and how we can create a pool of quality future leaders."

Working in talent management requires a person to build networks and connections with candidates and employees. As there are often difficulties fulfilling manpower requirements, Nicole adds that he or she should also be resilient and flexible in adapting to different situations.

Teamwork features prominently in Nicole's work life. As many of the roles in HR are inter-dependent, she collaborates with her HR colleagues regularly. For example, as an HR business partner, she needs to work closely with the talent acquisition shared service team to find out more about market hiring trends to be able to do future manpower planning more effectively for the business operations.

As she progresses in her career, Nicole finds that skills upgrading helps in her professional development. She picked up core skills from courses on recruitment and selection strategies, personality assessment and leadership skills in a training programme for middle management. Attending these programmes and other industry events, such as the HR Summit, further allows her to discover the latest HR solutions and best practices shared by trainers and HR peers from other companies, enriching her with new perspectives on how to tackle various issues.

She firmly believes that the upgraded skills and knowledge can make a difference to the organisation. She has also taken a key step to validate her HR skills and competencies through the IHRP Certified Professional assessment.

As she aspires to be a more strategic partner with business operations, Nicole views HR business savviness and workforce planning as skills she would like to pick up in the near future. The ability to display business and financial acumen, she feels, would complement her HR skills to add value to the organisation.

Manager, Talent Attraction

JOB ROLE DESCRIPTION

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 Skills Frameworks into the talent attraction programmes and initiatives under the team's purview.

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.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	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 • 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	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
	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 fulfil 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	

Manager, Talent Attraction

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
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 has 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 leverage 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 programmes to help them become effective contributors quickly	• 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 • Facilitate assimilation of new joiners into the organisation and team through engagement with business units to understand business needs and job requirements • Collaborate with business leaders to help new joiners assimilate into the organisation quickly	
Cross cultural management, CP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at the 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	

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS

Manager, Talent Attraction

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND 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	• 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 • 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 engage 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	

Manager, Talent Attraction

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 of talent attraction initiatives	• Leverage Critical Work Functions and Key Tasks (CWFs and KTs) of Skills Frameworks to develop employer branding collateral • Develop job advertisements with reference to CWFs and KTs of Skills Frameworks • Develop behaviour-based interviews with reference to CWFs and KTs of Skills Frameworks • Develop competency-based interviews with reference to Technical and Generic Skills and Competencies (TSCs and GSCs) of Skills Frameworks • 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 long-term objectives of 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	

Manager, Talent Attraction

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Business Acumen	Level 4
Contingent Workforce Management	Level 4
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
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 Framework Management	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

GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Communication	Advanced
Creative Thinking	Advanced
Interpersonal Skills	Advanced
Resource Management	Intermediate
Decision Making	Advanced

Head, Talent Attraction

JOB ROLE DESCRIPTION

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.

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.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	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 • 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 • Apply strategic workforce planning tools and techniques to plan for long term manpower and future capabilities needed to deliver against the organisation's strategic objectives	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
	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	• 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 • 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	

Head, Talent Attraction

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Selecting, SP** Select candidates with the right competencies, experience and culture fit through effective and cost efficient screening and assessment processes	• 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 • 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	
	Securing, SP Securing choice candidates by positioning the organisation as an employer of choice that candidates will want to work for	• Advocate and influence others to be advocates of the employee value proposition to strengthen the employer brand in the market • 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	
	Onboarding, SP Onboard new joiners through well-designed orientation, induction, and assimilation programmes to help them become effective contributors quickly	• 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 aligns expectations of the organisation and future new joiners	
	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	

Head, Talent Attraction

CRITICAL WORK FUNCTIONS	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	• 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 HR 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	

Head, Talent Attraction

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 attraction plans and programmes	• Drive the use of Skills Frameworks in the sourcing of candidates • Align interview and selection processes with the Skills Frameworks construct • Drive integration of Skills Frameworks in onboarding processes for new hires	
	Manage team operations and performance	• Establish long-term objectives for the talent attraction function that align with the organisational strategy • Establish the operating and resourcing structures 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 strategies 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	

Head, Talent Attraction

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Acumen	Level 5	Leadership	Advanced
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 6		
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		

Employee Experience and Relations

> "We want to make sure we are up-to-date with our skills. The Skills Framework for HR provides the whole overview for us to plan for career progression. We may have a passion to serve, but the attitude towards continuous learning is also very important."

Senior Human Resource Executive

Jacqueline Tan
Mandarin Oriental, Singapore (HCPartner)

IMPROVING THE 'INTERNAL GUEST' EXPERIENCE

You don't have to be a guest at Mandarin Oriental, Singapore to experience its high standards of service. All staff are treated as 'internal guests' and accorded the same level of respect and service as external guests, says Jacqueline Tan, the hotel's Senior HR Executive.

"When we ensure that our 'internal guest' experience is great, we can retain our people," she explains. "We manage their expectations and needs from the time they step in. It is similar to serving external guests."

Jacqueline's job scope covers employee benefits and relations for about 500 colleagues, including managing their attendance records, claims settlements, leave applications and general welfare. There is never a dull moment as people are full of surprises. She can never expect if someone is going to announce an upcoming wedding or pregnancy or if she has to play mediator in settling sudden disputes among colleagues. She also supports her bosses in ensuring harmonious relationships with the unions.

She started her career path as a Hotel Operations Executive at Mandarin Oriental, Singapore. Enjoying her stint in interacting with external guests, she wanted to apply the same approach to handling 'internal guests'. She joined the hotel's HR team two and a half years ago when she completed her Bachelor in Business Management with modules in HR operations and employee industrial relations.

Jacqueline has a particular interest in organising workplace health and wellness activities for staff. She sees to monthly activities to encourage active lifestyles. She certainly works her colleagues hard at the annual Colleague Wellness Week, getting them to plank, swirl hoola-hoops and do vertical climbs in the stairwell, to promote fitness and team bonding.

Reflecting on her job, she thinks that one must have a passion and human touch to serve people and to address their issues. As with external guests, "we never say no, we provide alternatives". She also thinks that one should have an attitude to keep learning, to be up-to-date with the skills and trends influencing the HR industry and the hotel sector.

Walking the talk, Jacqueline attended a Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) age management course to learn more about how to employ, retain and re-employ mature workers for the hotel in an inclusive manner. It provided insights into how to draft re-employment contracts and how to design work scopes and environments for mature colleagues. Committed to helping mature workers stay employable, the hotel has many long-serving employees in service, with the most senior employee at 81 years old.

Apart from employee internal training programmes, Jacqueline will participate in a course on HR digital and data analytics to find out how to transfer HR processes onto digital platforms. Since her recent promotion, she is also moving on to becoming an HR business partner with the kitchen and food and beverage teams. She hopes to lead a regional HR team one day so she is gathering as much skills and experience now to achieve her goals.

Associate, Talent Attraction and Employee Experience and Relations

JOB ROLE DESCRIPTION

The Associate, Talent Attraction and Employee Experience and Relations executes planned talent outreach and engagement activities to source for potential candidates and maintains an optimal experience for employees. He/She conducts the initial screening of potential candidates, administers assessments and prepares employment contracts as per guidelines. He tracks the conversion success rate for each sourcing channel and provides administrative and logistical support during onboarding. He administers employee engagement surveys and collates responses and feedback while ensuring confidentiality of information provided.

The Associate, Talent Attraction and Employee Experience and Relations enjoys working in a team environment and interacts proactively with various stakeholders. He has a service-oriented mindset and can adapt to various forms of technology within his work space to enhance his work.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Enhance employee engagement and well-being	• Administer employee engagement surveys • Collate responses to employee engagement surveys • Support execution of programmes and initiatives designed to improve employee engagement • Identify work-life blend opportunities amongst employees that would offer them greater work flexibility • Coordinate employee well-being workshops and programmes • Collate employee feedback and suggestions on organisation's wellness initiatives • Gather research and data on organisation's workplace ergonomics	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
	Support the management of workplace issues and grievances	• Draft communications messages to employees on the whistleblower policies • Document employee issues reported • Address routine employee issues according to organisation and regulatory guidelines • Collate feedback on effectiveness of issue resolution	
	Source for talent	• Conduct research on various sourcing approaches and tools • Gather information on talent needs and job descriptions from various business units • Execute talent outreach activities according to talent outreach plans • Contact potential candidates to solicit individuals' interest in available positions • Prepare hiring collaterals to be used in various hiring platforms • Maintain database of potential hires • Measure conversion success rates for each sourcing channel	

Associate, Talent Attraction and Employee Experience and Relations

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS AND KEY TASKS	**Recruit candidates**	• Follow standard operating procedures (SOPs) and regulations in selection and assessment activities • Gather information on available assessment tools • Conduct initial screening of job applicants' resumes and relevant skill qualifications • Liaise with job applicants to administer selection processes and assessments • Document assessment results in an applicant bank for analysis and future reference • Collect information on potential new hires to support the selection processes • Prepare employment offer letters and contracts, following standard templates and regulations • Respond to routine queries from candidates	
	Facilitate onboarding of new hires	• Provide coordination and administrative support in the application of work permits, visa and documentation required for international workforce • Maintain new hires information packs to ensure information is current • Assist in the design of new hire orientation programmes • Provide administrative and coordination support for delivery of new hire orientation programmes • Prepare personal files for new hires • Coordinate the access set up for new hires • Gather feedback from new hires on their onboarding experience	

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Data Collection and Preparation	Level 2	Interpersonal Skills	Basic
	Data Management	Level 2	Communication	Basic
	Digital Marketing and Communication	Level 3	Service Orientation	Basic
	Diversity and Inclusion Management	Level 3	Teamwork	Basic
	Employee Communication Management	Level 2	Digital Literacy	Basic
	Employee Engagement Management	Level 2		
	Health and Wellness Programme Management	Level 3		
	Human Resource Analytics and Insights	Level 2		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 2		
	Job Analysis and Evaluation	Level 2		
	Onboarding	Level 2		
	Organisational Event Management	Level 2		
	Selection Management	Level 2		
	Skills Framework Adoption	Level 2		
	Stakeholder Engagement and Management	Level 2		

Executive, Talent Attraction and Employee Experience and Relations

JOB ROLE DESCRIPTION

The Executive, Talent Attraction and Employee Experience and Relations analyses various approaches to identify potential candidates and ensures an engaging and optimal experience for employees. He/She conducts background checks, negotiates pay packages and presents employment offers to selected candidates. He creates new hire information packs, develops content and delivers orientation sessions for new hires. He develops the employee engagement surveys, analyses data collected and implements initiatives to enhance employees' engagement levels and well-being. He supports the management of workplace issue and, investigates routine grievances raised and proposes resolutions.

The Executive, Talent Attraction and Employee Experience and Relations thrives in a team environment, and is comfortable interacting with various stakeholders within and beyond the team. He possesses an analytical mind and is enthusiastic about solving problems in service of others.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Enhance employee engagement and well-being	• Develop employee engagement survey items • Analyse employee engagement data to identify trends and patterns • Implement programmes and initiatives designed to improve employee engagement • Propose areas of possible work-life blend opportunities that suit employees' job scopes and responsibilities • Implement employee well-being workshops, programmes and policies • Propose enhancements to employee well-being programmes and initiatives • Conduct internal studies on organisation's workplace ergonomics	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
	Support the management of workplace issues and grievances	• Communicate whistleblower policies through organisation's internal channels • Categorise grievances reported according to guidelines • Provide support to managers in investigating non-routine grievance matters • Analyse feedback on effectiveness of and satisfaction with grievance resolution	
	Source for talent	• Analyse various sourcing approaches and tools • Determine implications of current and future organisational needs on hiring requirements • Implement various outreach plans for different target talent pools • Attend recruitment events to solicit interest from external talent pools • Develop hiring collaterals based on organisation's employee value proposition (EVP) • Manage external stakeholders and vendors involved in the sourcing and attraction of talent • Identify opportunities to convert potential employees into new hires • Propose improvements to the sourcing processes	

Executive, Talent Attraction and Employee Experience and Relations

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Recruit candidates**	• Implement standard operating procedures (SOPs) in selection, assessment and hiring, in accordance to fair employment regulations and practices • Propose assessment tools to be used for selection • Conduct background searches on job applicants to identify any critical issues • Shortlist candidates for hiring managers based on assessment results • Analyse assessment effectiveness • Conduct reference documents authenticity checks on the candidates • Communicate employment offers to candidates • Negotiate terms and conditions of offer to selected candidates within standard operating guidelines	
	Facilitate onboarding of new hires	• Advise on work permits, visas and documentation required for international workforce • Develop new hires information packs for new employees • Develop content and materials for new hire orientation programmes • Deliver orientation briefings and programmes for new hires • Verify access set up for new hires • Analyse data and feedback on the quality of onboarding experience for improvement	

	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Business Acumen	Level 3	Interpersonal Skills	Intermediate
	Conduct and Behaviour Management	Level 3	Communication	Intermediate
	Data Collection and Preparation	Level 3	Teamwork	Intermediate
	Data Management	Level 3	Creative Thinking	Intermediate
	Digital Marketing and Communication	Level 4	Problem Solving	Intermediate
	Diversity and Inclusion Management	Level 3		
	Employee Communication Management	Level 2		
	Employee Engagement Management	Level 3		
	Employee Relationships Management	Level 3		
	Health and Wellness Programme Management	Level 3		
	Human Resource Analytics and Insights	Level 2		
	Human Resource Policies and Legislation Framework Management	Level 3		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 3		
	Industry Networking	Level 3		
	Job Analysis and Evaluation	Level 3		

Executive, Talent Attraction and Employee Experience and Relations

<table>
<tr><td rowspan="12">SKILLS AND COMPETENCIES</td><td colspan="2">TECHNICAL SKILLS AND COMPETENCIES</td></tr>
<tr><td>Onboarding</td><td>Level 3</td></tr>
<tr><td>Operational Excellence</td><td>Level 3</td></tr>
<tr><td>Organisational Change Management</td><td>Level 3</td></tr>
<tr><td>Organisational Event Management</td><td>Level 3</td></tr>
<tr><td>Project Management</td><td>Level 3</td></tr>
<tr><td>Recruitment Channel Management</td><td>Level 3</td></tr>
<tr><td>Selection Management</td><td>Level 3</td></tr>
<tr><td>Skills Framework Adoption</td><td>Level 3</td></tr>
<tr><td>Stakeholder Engagement and Management</td><td>Level 3</td></tr>
<tr><td>Technology Excellence</td><td>Level 3</td></tr>
<tr><td>Workplace Optimisation</td><td>Level 3</td></tr>
</table>

Manager, Employee Experience and Relations

JOB ROLE DESCRIPTION

The Manager, Employee Experience and Relations derives insights from employee engagement tools and liaises with business leaders to implement corrective action plans to enhance employee experience in the organisation. He/She designs the employee engagement programmes based on employee experience strategies in alignment with the organisation's culture and values. He supports engagements in key negotiations by summarising implications on the business and associated risks. In addition, he is responsible for managing team operations and performance at the workplace.

The Manager, Employee Experience and Relations leads by example and is passionate about analysing issues, devising new and creative solutions to problems, as well as encouraging innovation within the team. He is diplomatic and highly skilled at engaging with others, thereby promoting a cooperative work environment.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	People engagement, CP Engage workforce to ensure they have positive emotional connections to the organisational values and purpose, and motivate them to deliver superior performance in pursuit of organisational goals and objectives	• Derive meaningful insights from the employee engagement analysis • Translate the insights gained from employee engagement tools and recommend corrective or improvement actions • Facilitate action planning discussions with business leaders to identify corrective or improvement actions and resources to implement the action plans • Provide support to business leaders in rolling out activities to communicate progress of the employee engagement activities	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
	Labour relations, CP Manage individual and collective relationship between an organisation and its workforce to achieve work harmony, productivity, and progress towards organisational goals and objectives	• Identify and synthesise relevant information required to support union and employee negotiations • Outline the business impact and risks in connection with labour relations, including ethical, legal and regulatory requirements, to support union and employee negotiations	
	Cross cultural management, CP Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at the 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	

Manager, Employee Experience and Relations

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	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	• 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 • 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 engage 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	

Manager, Employee Experience and Relations

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Manage team operations and performance**	• Translate long-term objectives of the employee experience 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 AND COMPETENCIES	**TECHNICAL SKILLS AND COMPETENCIES**		**GENERIC SKILLS AND COMPETENCIES (TOP 5)**

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Acumen	Level 4	Communication	Advanced
Conduct and Behaviour Management	Level 4	Teamwork	Advanced
Data Collection and Preparation	Level 4	Creative Thinking	Intermediate
Data Governance	Level 4	Problem Solving	Intermediate
Digital Marketing and Communication	Level 5	Leadership	Intermediate
Diversity and Inclusion Management	Level 4		
Employee Communication Management	Level 3		
Employee Engagement Management	Level 4		
Employee Relationship Management	Level 4		
Employer Branding	Level 4		
Financial Acumen	Level 3		
Health and Wellness Programme Management	Level 4		
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		
Labour Relations Management	Level 3		
Operational Excellence	Level 4		
Organisational Change Management	Level 4		

Manager, Employee Experience and Relations

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Organisational Culture Development	Level 4
	Organisational Diagnosis	Level 4
	Organisational Event Management	Level 4
	Project Management	Level 4
	Risk Management	Level 4
	Stakeholder Engagement and Management	Level 4
	Technology Integration	Level 4
	Workplace Optimisation	Level 4

Head, Employee Experience and Relations

JOB ROLE DESCRIPTION

The Head, Employee Experience and Relations creates an engaged workforce and positive relationships with tripartite bodies in pursuit of organisational goals and objectives. He/She establishes employee experience strategies for the organisation and directs the enhancement of employee engagement programmes. He designs employee relations strategies and drives key negotiations with trade unions and similar agencies to reconcile employee grievances and issues agreeable to all the stakeholders. As a department head, he is responsible for setting the direction and articulating goals and objectives for the team.

The Head, Employee Experience and Relations is an influential and decisive leader who is able to communicate his vision clearly and address issues swiftly and effectively. He motivates and mentors others at the workplace, and is highly skilled in engaging and negotiating with stakeholders.

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**People engagement, SP** Engage workforce to ensure they have positive emotional connections to the organisational values and purpose, and motivate them to deliver superior performance in pursuit of organisational goals and objectives	• Provide strategic inputs to employee engagement strategy, approach and measurement tool by recommending employee engagement drivers that have high impact on driving workforce performance • Coach senior leaders to champion and drive employee engagement programmes and communications activities • Review the effectiveness of employee engagement programmes and communication plans, and recommend areas for improvements based on employee feedback and learning from industry best practices	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
	Labour relations, SP Manage individual and collective relationship between an organisation and its workforce to achieve work harmony, productivity, and progress towards organisational goals and objectives	• Engage in key negotiations and foster constructive working relationships with trade unions, work councils, employee forums and similar bodies, on a range of labour-related issues to achieve desired and acceptable outcomes for all stakeholders • Develop effective labour strategies that support, enhance and strengthen the working relationships between all parties, to secure desired performance of people to deliver organisational goals and objectives	
	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	

Head, Employee Experience and Relations

CRITICAL WORK FUNCTIONS	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	• 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 HR 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	

Head, Employee Experience and Relations

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	
	Manage team operations and performance	• Establish long-term objectives for the employee experience function that align with the organisational strategy • Establish operating and resourcing structures 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 strategies into annual performance goals and departmental objectives • Provide coaching and guidance to subordinates • Approve workflow improvement solutions and recommendations for the employee experience 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	

Head, Employee Experience and Relations

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Acumen	Level 5	Leadership	Advanced
Conduct and Behaviour Management	Level 5	Decision Making	Advanced
Data Governance	Level 5	Developing People	Advanced
Diversity and Inclusion Management	Level 5	Communication	Advanced
Employee Communication Management	Level 4	Problem Solving	Advanced
Employee Engagement Management	Level 5		
Employee Relationship Management	Level 5		
Employer Branding	Level 5		
Financial Acumen	Level 5		
Health and Wellness Programme Management	Level 5		
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		
Labour Relations Management	Level 4		
Operational Excellence	Level 5		
Organisational Change Management	Level 5		
Organisational Culture Development	Level 5		
Organisational Diagnosis	Level 5		
Organisational Strategy Development	Level 5		
Project Management	Level 5		
Risk Management	Level 5		
Stakeholder Engagement and Management	Level 5		
Technology Integration	Level 5		
Workplace Optimisation	Level 5		

Notes

Talent Management

> "For HR professionals to successfully transform ourselves to meet our stakeholders' constantly evolving demands, it is imperative that we continuously invest in building our own capabilities and managing our emotional well-being. The Skills Framework will be a key enabler as it provides HR practitioners with a clear roadmap and guidance to build our own capabilities and steer our organisations towards future growth and success."

Vice President, Talent Management

Rajan Krishnakumar
Chartered MCIPD, IHRP Senior Professional (IHRP-SP)
Mastercard Asia Pacific Pte Ltd (HCPartner)

ENABLING GROWTH TODAY AND IN THE FUTURE

Rajan Krishnakumar is an HR practitioner who takes learning to a new level. Away from the office, he continues to hone his leadership and management skills by officiating at cricket matches as an umpire.

At work, he is the Head of Talent for Mastercard Asia Pacific, leading a team of about 30 practitioners based in four countries to support 17 markets in the region. The talent team focuses on recruiting external talent, upskilling internal talent and developing a robust leadership pipeline to support business growth.

"A critical lever for Mastercard's future success will be to have the right people in the right roles at the right time," he says. "HR has a pivotal enabling role in helping to fulfil our growth potential and aspirations."

To address business needs, Rajan believes that HR practitioners should constantly build on their competencies. One valuable skill, he cites, is the 'outside in' approach from renowned HR thought leader Dave Ulrich, which focuses on what value practitioners create for customers, investors and communities in which they operate.

This analytical approach allows HR to keep pace with the rapid changes in societal, economic, business, political and technological landscapes that will affect the future of work. The emergence of the gig economy, for instance, has seen more contracting and freelancing work replace traditional jobs, which has significant implications for how talent management should be handled.

Rajan represents Mastercard in the Human Capital Partner tripartite programme where he shares best practices and learns from other practitioners on how they are developing a strong pipeline of future Singaporean leaders. As Mastercard believes in nurturing early career talent, its Mastercard Graduate Development Programme was able to hire and train 40 local graduates successfully in Singapore, to build a leadership pipeline of local talent.

In addition to his Masters in HR Management, Rajan finds that his Gallup Strengths Finder coaching certification really helped him establish his credibility and take on new challenges. He further enhanced his competency as a truly global practitioner by acquiring the Chartered Membership from the Chartered Institute of Personnel and Development in the United Kingdom and more recently, the IHRP Senior Professional certification in Singapore.

He has also invested in developing 'storytelling' and 'design thinking' skills in the past year and plans to develop his strategic thinking skills to prepare for more challenging HR leadership roles in the future.

Manager, Talent Management

JOB ROLE DESCRIPTION

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 Skills Frameworks into the talent management programmes and initiatives under his team's purview.

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.

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 • 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 • 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	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
	Talent management, CP Manage high-performing individuals to retain and develop them for mission-critical or pivotal roles within the organisation	• 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 • 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	

Manager, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	• 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 • 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	
	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	• 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	
	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	• 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 • 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	
	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	• 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 • 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	

Manager, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Cross cultural management, CP** Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at the 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	
	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	• 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 • 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	

Manager, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 engage 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	

Manager, Talent Management

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS		
Integrate Skills Frameworks in the development and implementation of talent management programmes	• Develop career pathways and job descriptions with reference to career maps and skills maps of the Skills Frameworks • Guide employees to reference skills maps of the Skills Frameworks to determine skill requirements and expectations for various roles • Leverage skills maps of the Skills Frameworks to facilitate mobility within the organisation • Coach colleagues on use of career maps and skills maps 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 Frameworks • Implement succession plans with reference to career maps of the Skills Frameworks	
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	

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
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		

Manager, Talent Management

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	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	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

Head, Talent Management

JOB ROLE DESCRIPTION

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.

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.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	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 • 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	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
	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	

Head, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 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 instil 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	

Head, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	
	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	• 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 HR 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	

Head, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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 frameworks and programmes with reference to relevant Skills Frameworks that apply to the organisation's workforce • Align talent management programmes with Skills Framework components • Formulate succession plans with reference to relevant Skills Frameworks that apply to the organisation's workforce	

Head, Talent Management

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Manage team operations and performance**	• Establish long-term objectives for the talent management function that align with the organisation's strategy • Establish operating and resourcing structures 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 strategies 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 AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
SKILLS AND COMPETENCIES	Business Acumen	Level 5	Leadership	Advanced
	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
	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		

Head, Talent Management

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

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

Learning and Organisation Development

Senior Vice President, Human Resources

Yeo Meng Hin

IHRP Master Professional (IHRP-MP)
DHL Global Forwarding Management (Asia Pacific) Pte Ltd (HCPartner)

SHARPENING THE BUSINESS MINDSET

As Yeo Meng Hin reflects on his 30 years in the HR profession, he opines that "good HR partners must adopt a mindset of putting business first."

At DHL Global Forwarding Asia Pacific, where he is Senior Vice President of Human Resources, he says that changes in the business model are anchored upon an HR model that can support the organisation through change.

"HR practitioners should be business-savvy individuals who utilise the various HR tools and knowledge to ease the implementation of business strategies, while keeping the employees in mind," he elaborates. "Likewise, enlightened business leaders understand the importance of good people management practices advocated by HR to lay a sound foundation to support any business changes."

Meng Hin currently helms a team of more than 100 in Asia Pacific and oversees a shared service team in Malaysia. Together, they support about 10,000 direct staff as well as a large contingent workforce spread over 20 countries in the region.

Drawing from his experience, he observes that HR serves as the bridge between management and employees and keeps both sides in check. The HR team can be the conduit to structure programmes or the necessary training for leaders to effectively engage their employees and create win-win situations for the business and its workforce. As such, employee engagement is a key priority at DHL Global Forwarding. The team can also work closely with the business lines to identify future leaders to sustain growth.

Over the years, HR methodologies have changed. Technology, which has become more cost-effective to deploy, now carries out lower-end administrative tasks. Big data analysis is increasingly utilised to provide HR with a predictive or prescriptive approach to defining and implementing sound policies and strategy. Employee communications has also moved from traditional platforms to social media, including YouTube and even gamification, to allow leaders to engage their employees through more effective and appealing communication channels.

To stay relevant to business needs, Meng Hin advises HR professionals to constantly upskill themselves, experiment with their knowledge to provide solutions to business issues and build professional networks for the exchange of ideas. They should also be passionate about working with people and driving value for business as well as employees. He further recommends that they benchmark themselves against a recognised standard for HR professionals, such as the IHRP Certification.

"The IHRP Certification, which I liken to a CPA or CFA, allows the market to recognise HR as a profession that requires specialist knowledge and skills," says Meng Hin, who has attained the IHRP Master Professional Certification himself. "The certification elevates the HR profession and makes it more attractive to aspiring practitioners, while spurring current professionals to push new boundaries and outdo themselves."

Associate, Talent Management and Learning and Organisation Development

JOB ROLE DESCRIPTION

The Associate, Talent Management and Learning and Organisation Development assists in procuring training programmes and documenting learning needs in the organisation, maintaining the organisation's learning systems and provides administrative support in conducting learning programmes. He/She manages resources and logistics for delivering learning programmes and collects data from learning evaluation surveys to measure learning programmes' effectiveness. He supports the conduct of assessments to identify high-potential talent in the organisation, and documents assessment records and succession plans for critical roles identified. He also responds to employee queries that are related to assessments and learning programmes. He is responsible for maintaining exit and retirement records.

The Associate, Talent Management and Learning and Organisation Development enjoys working in a team environment and interacts proactively with various stakeholders. He is eager to explore and analyse problems, and is able to communicate information in a clear and concise manner to meet others' needs at the workplace.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Analyse workforce learning needs	• Collate data from line managers about current competencies of their employees • Utilise profiling tools to identify workforce learning needs • Document learning needs to support the identification of learning programmes • Compute learning expenses against allocated budgets	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
	Coordinate learning programmes	• Document learning programmes to maintain a database • Maintain e-learning systems to monitor participation • Liaise with nominated internal trainers on learning requirements • Source for external learning vendors for learning programmes • Apply for grants for learning programmes	
	Support learning programmes delivery	• Maintain learning programmes schedules • Register employees for learning courses • Coordinate resources and logistics for learning courses • Maintain learning resources inventory • Send learning course instructions and reminders to employees • Track employee participation rates in learning programmes • Generate learning and post-learning reports through evaluation survey findings	
	Support talent development	• Gather information about assessment tools to support talent assessment • Communicate assessment procedures to candidates • Assist in the administration of assessments • Collate assessment data for further evaluation • Respond to employee queries relating to talent assessments • Provide administrative and coordination support for high-potential programmes • Maintain talent pool lists, by levels, to analyse talent gaps	

Associate, Talent Management and Learning and Organisation Development

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Coordinate succession planning	• Document critical roles identified in the organisation to support succession planning • Document succession plans and potential successors for critical roles • Prepare reports on succession planning activities	
	Administer separation	• Ensure employee exit formalities are complete before employee leaves • Respond to employee queries relating to exit and retirement processes • Maintain employee exit and retirement records	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Data Collection and Preparation	Level 2	Communication	Basic
	Data Management	Level 2	Teamwork	Basic
	Employee Communication	Level 2	Interpersonal Skill	Basic
	Employee Mobility Management	Level 2	Service Orientation	Basic
	Human Resource Analytics and Insights	Level 2	Problem Solving	Basic
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 2		
	Involuntary Exit Management	Level 2		
	Learning and Development Programmes Management	Level 2		
	Learning Needs Analysis	Level 3		
	Performance Management	Level 2		
	Skills Framework Adoption	Level 2		
	Stakeholder Engagement and Management	Level 2		
	Talent Capability Assessment	Level 3		
	Voluntary Exit Management	Level 2		

Executive, Talent Management and Learning and Organisation Development

JOB ROLE DESCRIPTION

The Executive, Talent Management and Learning and Organisation Development prioritises learning needs, based on current and future capability requirements, liaises with line managers for development of learning programme materials, selects suitable internal trainers and external vendors and provides necessary support for delivering different learning programmes. He/She manages communication of learning calendars and employee participation across various learning programmes, and analyses evaluation scores and post-learning feedback from the employees. He assists in talent assessment to identify high-potential talent and programme implementation for high-potential talent, and supports the organisational HR function in developing and implementing programmes for succession planning. He administers the exit processes and supports re-employment programmes.

As someone who is people-oriented, the Executive, Talent Management and Learning and Organisation Development thrives in a team environment, and is confident in engaging and building relationships with various stakeholders. He is eager to serve and enjoys critically analysing and solving problems at the workplace to meet others' needs.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Analyse workforce learning needs	• Analyse data gathered from line managers on competencies required and gaps identified • Incorporate profiling tools into the learning needs analysis processes • Evaluate business impact of investing in learning needs • Prioritise learning needs based on current and future business requirements	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
	Coordinate learning programmes	• Facilitate development of materials in collaboration with content experts for learning programmes with reference to Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Frameworks • Work with business units to develop business case course content • Update e-learning content used in internal training • Analyse external vendors' learning course content, checking for suitability to meet training needs • Select suitable internal and/or external trainers, in consultation with business units • Monitor budgets and grant schemes for learning programmes • Manage virtual learning community platforms • Liaise with internal trainers and/or external vendors for scheduling and conducting courses	
	Support learning programmes delivery	• Communicate learning courses' schedules and objectives to employees • Track the usage of technology in learning programmes • Liaise with internal and external trainers on resources and logistical arrangements • Analyse employee participation rates to complement overall evaluation of learning programmes • Develop post-learning feedback forms, using learning systems • Analyse evaluation scores and effectiveness of learning programmes • Facilitate payments to vendors • Audit completion of mandated learning courses, and identify lapses for enhancements	

Executive, Talent Management and Learning and Organisation Development

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Support talent development	• Recommend indicators to identify high-potential talent • Review suitability of assessment tools for the assessment objectives and target population • Implement assessment tools • Analyse assessment data to identify high-potential talent in organisation, with reference to skills maps of the Skills Frameworks • Share employees' assessment results with their line managers • Implement high-potential talent programmes	
	Coordinate succession planning	• Assist in developing tools and programmes for succession planning • Analyse stakeholder inputs on critical roles and succession criteria • Implement structured and customised succession plans • Track progress of succession plans • Analyse performance of successors in new roles • Identify gaps and areas of improvement in succession plans • Assess effectiveness of succession plans	
	Administer separation	• Formulate checklists for exit formalities • Analyse exit interview feedback and provide recommendations • Execute re-employment programmes for retiring employees	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Acumen	Level 3	Communication	Intermediate
	Career Coaching	Level 3	Interpersonal Skills	Intermediate
	Career Framework Design	Level 3	Teamwork	Intermediate
	Competency Framework Development	Level 3	Problem Solving	Intermediate
	Data Collection and Preparation	Level 3	Service Orientation	Intermediate
	Data Management	Level 3		
	Employee Communication Management	Level 2		
	Employee Mobility Management	Level 3		
	Human Resource Analytics and Insights	Level 2		
	Human Resource Policies and Legislation Framework Management	Level 3		
	Human Resource Practices Implementation	Level 2		
	Human Resource Systems Management	Level 3		
	Involuntary Exit Management	Level 3		
	Learning and Development Programmes Management	Level 3		

Executive, Talent Management and Learning and Organisation Development

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES

Learning Needs Analysis	Level 3
Operational Excellence	Level 3
Organisational Change Management	Level 3
Performance Management	Level 3
Project Management	Level 2
Retirement and Re-employment Management	Level 3
Skills Framework Adoption	Level 3
Stakeholder Engagement and Management	Level 3
Succession Planning	Level 3
Talent Capability Assessment	Level 3
Technology Integration	Level 3
Voluntary Exit Management	Level 3

Manager, Learning and Organisation Development

JOB ROLE DESCRIPTION

The Manager, Learning and Organisation Development is responsible for developing learning and development plans based on the assessment of development areas for the workforce to meet business requirements. He/She liaises with stakeholders to communicate and implement organisation development and/or change interventions to ensure that the organisation's strategy and plans are delivered in an effective and efficient way. In addition, he is responsible for managing team operations and performance, and leverage Skills Frameworks in creating learning roadmaps and integrate with learning programmes under team's purview.

The Manager, Learning and Organisation Development is passionate about building capabilities in others, and harnesses appropriate resources to do so. He is highly skilled at engaging and building relationships with others within and beyond the team, thereby promoting a collaborative and co-operative work environment.

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Learning and development, CP Construct learning and development programmes to equip people with the right capabilities and prepare them well for the work they are assigned to perform	• Conduct learning needs analysis to assess their current capabilities and areas of development required to deliver against the organisation's strategy, business restructuring and future plans • Develop customised learning and development strategies, plans and curricula to improve overall workforce capabilities for current and future roles, and to promote lifelong learning • Recommend and implement innovative and creative learning and development channels and technology to engage learners and increase the effectiveness of learning and development interventions • Equip supervisors and line managers with the skills and tools to mentor, train and provide job coaching • Analyse learning effectiveness evaluation data to derive insights on the effectiveness and return on investment of learning and development programmes and recommend improvement actions to improve workforce capabilities	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
	Organisation development, CP Design or change the way an organisation is set up (structure, people, process, and system) to deliver its vision, mission, strategy and plans in an effective and efficient manner	• Conduct organisational diagnosis to assess and analyse the current state and identify opportunities for organisation development and/or change interventions • Propose, plan and execute organisation development and/or change interventions to drive and facilitate organisation development and/or change • Monitor the progress and evaluate the effectiveness of organisation development and or change interventions • Execute broad based communications strategy to articulate the business case, importance and impact of organisation development and/or change interventions on the overall business objectives • Conduct stakeholder analysis and execute stakeholder engagement activities to manage highly influential stakeholders to support organisation development and/or change interventions	

Manager, Learning and Organisation Development

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Cross cultural management, CP** Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at the 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	
	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	• 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 • 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	

Manager, Learning and Organisation Development

CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	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 engage 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	
	Integrate Skills Frameworks in the development of learning and organisation development programmes	• Leverage skills maps of the Skills Frameworks to identify learning gaps and develop competency frameworks • Create learning roadmaps with reference to career maps and skills maps of the Skills Frameworks • Develop learning programmes and channels with reference to Technical and Generic Skills and Competencies (TSCs and GSCs) of the Skills Frameworks • Plan organisation development interventions in accordance with skills maps of the Skills Frameworks	

Manager, Learning and Organisation Development

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Manage team operations and performance**	• Translate the long-term objectives of the learning and organisational development 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 AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Business Acumen	Level 4	Developing People	Intermediate
Career Coaching	Level 4	Interpersonal Skills	Advanced
Career Framework Design	Level 4	Communication	Advanced
Competency Framework Development	Level 4	Teamwork	Intermediate
Data Collection and Preparation	Level 4	Resource Management	Intermediate
Data Governance	Level 4		
Diversity and Inclusion Management	Level 3		
Employee Communication	Level 3		
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	Level 4		
Leadership Development	Level 5		
Learning and Development Programmes Management	Level 4		
Learning and Development Strategy	Level 5		
Learning Needs Analysis	Level 4		
Operational Excellence	Level 4		
Organisational Change Management	Level 4		

Manager, Learning and Organisation Development

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Organisational Culture Development	Level 4
	Organisational Design	Level 5
	Organisational Diagnosis	Level 5
	Project Management	Level 4
	Risk Management	Level 4
	Skills Framework Adoption	Level 4
	Stakeholder Engagement and Management	Level 4
	Strategic Workforce Planning	Level 4
	Talent Capability Assessment	Level 4
	Technology Integration	Level 4

Head, Learning and Organisation Development

JOB ROLE DESCRIPTION

The Head, Learning and Organisation Development is responsible for establishing the organisation's learning and development strategy and recommending organisational design and/or change interventions to deliver business strategies and plans effectively. He/She allocates the budgets for learning and development programmes to build capabilities in the organisation. He influences stakeholders to redesign the organisational model and spearheads organisational change interventions to drive the organisation's vision, mission and business strategies. 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 learning programmes.

The Head, Learning and Organisation Development is an inspirational leader with a forward-thinking mindset and a deep passion for developing organisational and people capabilities. He establishes and communicates a clear vision, and is highly skilled in influencing and engaging stakeholders to secure their buy-in and support.

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**Learning and development, SP** Construct learning and development programmes to equip people with the right capabilities and prepare them well for the work they are assigned to perform	• Engage with business leaders to seek clarity on business strategy and develop organisational learning and development strategies based on organisation's current and future business and skill requirements • Develop financial budget for learning and development and prioritise spending to invest on strategic organisational capabilities to enable current and future business strategy and objectives • Showcase financial budget and return of investment on all learning and development interventions • Monitor and assess the business impact of learning and development strategy and programmes in developing organisation capabilities to meet current and future business needs	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
	Organisation development, SP Design or change the way an organisation is set up (structure, people, process, and system) to deliver its vision, mission, strategy and plans in an effective and efficient manner	• Develop the business case for organisational development or change interventions to enhance the operational resilience and effectiveness of the organisation • Recommend or design organisational change diagnostic tools to assess the organisation's capability and agility to respond to organisational changes • Align organisation development and/or change interventions to business strategy, needs and goals • Establish an organisation development or change management delivery model that addresses all the organisational development and change management needs • Engage sponsors, leaders and key stakeholders for sponsorship and alignment on the rationale and key benefits of organisational development and/or change efforts	
	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	

Head, Learning and Organisation Development

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND 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	• 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 HR 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	

Head, Learning and Organisation Development

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
CRITICAL WORK FUNCTIONS, KEY TASKS AND PERFORMANCE EXPECTATIONS	**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	
	Integrate Skills Frameworks across learning and organisation development plans and programmes	• Establish learning and development strategies in accordance with Skills Framework components • Align learning programmes with Skills Framework components • Secure buy-in from senior stakeholders on the integration of the Skills Frameworks in organisation development interventions	
	Manage team operations and performance	• Establish long-term objectives for the learning and organisational development function that align with the organisational strategy • Establish operating and resourcing structures 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 strategies into annual performance goals and departmental objectives • Provide coaching and guidance to subordinates • Approve workflow improvement solutions and recommendations for the learning and organisational development 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	

Head, Learning and Organisation Development

SKILLS AND COMPETENCIES

TECHNICAL SKILLS AND COMPETENCIES	
Business Acumen	Level 5
Career Coaching	Level 5
Career Framework Design	Level 5
Competency Framework Development	Level 5
Data Governance	Level 5
Diversity and Inclusion Management	Level 4
Employee Communication Management	Level 4
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
Leadership Development	Level 6
Learning and Development Programmes Management	Level 5
Learning and Development Strategy	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
Project Management	Level 5
Risk Management	Level 5
Skills Framework Adoption	Level 5
Stakeholder Engagement and Management	Level 5
Strategic Workforce Planning	Level 5
Technology Integration	Level 5

GENERIC SKILLS AND COMPETENCIES (TOP 5)	
Leadership	Advanced
Developing People	Advanced
Decision Making	Advanced
Communication	Advanced
Interpersonal Skills	Advanced

Notes

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
HR Planning	Business Acumen	Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle			●	●	●	●
	Financial Acumen	Exercise financial insight to establish budgets for HR activities and monitor HR operations and outcomes against financial plans			●	●	●	
	Human Resource Policies and Legislation Framework Management	Develop and review HR policies and procedures against organisational needs, and in compliance to legislative, ethical and regulatory standards			●	●	●	●
	Human Resource Practices Implementation	Implement of HR practices by integrating local and international requirements, guidelines and best practices	●	●	●	●		
	Human Resource Strategy Formulation	Establish HR strategies and priorities that are aligned with current and future business needs				●	●	●
	Operational Excellence	Analyse the effectiveness of HR operations, programmes and initiatives, and recommend improvement actions			●	●	●	
	Organisational Change Management	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives			●	●	●	●
	Organisational Culture Development	Facilitate the development of the desired organisational culture in alignment with the organisation's brand and business imperatives				●	●	●
	Organisational Design	Develop and facilitate the implementation of organisational design to ensure its effectiveness and alignment with stakeholders' priorities				●	●	●
	Organisational Diagnosis	Analyse organisational state and climate to diagnose issues and identify ways to optimise organisation effectiveness				●	●	●
	Organisational Strategy Development	Influence the organisation's business strategies from the perspective of HR and workforce capability				●	●	●
	Risk Management	Develop and implement risk management plans to support the continuity of business operations and services				●	●	●
	Strategic Workforce Planning	Develop workforce strategies and plans to determine the manpower and capabilities needed for the future				●	●	●
	Workplace Optimisation	Plan and manage the work spaces to encourage collaboration and build organisation culture			●	●	●	

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Employee Attraction	Digital Marketing and Communication	Develop digital outreach plans and marketing collaterals to communicate and enhance the organisation's employer brand			●	●	●	
	Employer Branding	Develop employer brand proposition and strategies in alignment with the organisation's long-term strategic objectives and desired culture				●	●	●
	Industry Networking	Establish broad external networks to enhance the organisation's value proposition and access to a community of professionals and potential candidates			●	●	●	●
	Job Analysis and Evaluation	Define and evaluate job requirements and expectations against specific metrics, structures or systems	●	●	●			
	Onboarding	Facilitate onboarding programmes to enable the integration and engagement of new hires into the organisation	●	●	●	●		
	Recruitment Channel Management	Evaluate recruitment methods to establish the most effective channels in sourcing, selecting and securing candidates			●	●	●	
	Selection Management	Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organisation	●	●	●	●		
Workforce Development	Career Coaching	Provide career coaching programmes to develop talent			●	●	●	
	Career Framework Design	Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organisation			●	●	●	
	Competency Framework Development	Design and develop competency frameworks within organisation, ensuring that HR programmes are aligned to support their application across organisation levels and functions			●	●	●	
	Contingent Workforce Management	Develop and implement organisational strategies and plans to manage contingent workforce effectively				●	●	●
	Employee Mobility Management	Establish policies to facilitate employee movements according to legal, organisational and professional requirements and guidelines		●	●	●	●	
	Leadership Development	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organisation				●	●	●
	Learning and Development Programme Management	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building	●	●	●	●		
	Learning and Development Strategy	Drive a learning and development culture with strategies to build the organisation's workforce capability				●	●	●
	Learning Needs Analysis	Analyse capability and performance gaps within an organisation to identify learning needs		●	●			

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
	Performance Management	Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment		●	●	●	●	
	Succession Planning	Develop succession strategies for critical roles in alignment with organisation's strategic direction and priorities			●	●	●	
	Talent Capability Assessment	Develop talent assessment processes with assessment tools to evaluate employees' capabilities			●	●	●	
	Talent Management	Drive talent management strategies and programmes to identify, develop, review and retain talent to meet the current and future organisational needs				●	●	●
Workforce Engagement	Benefits Management	Manage the implementation, review and administration of benefits to employees		●	●	●	●	
	Compensation Management	Manage the implementation, review and administration of compensation to employees		●	●	●	●	
	Conduct and Behaviour Management	Manage the conduct and behaviour of the employees according to the organisation's code of conduct, values, ethics and disciplinary procedures			●	●	●	
	Diversity and Inclusion Management	Develop strategies and programmes to create a diverse and inclusive workplace where individual differences are accepted and respected			●	●	●	
	Employee Communication Management	Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees		●	●	●		
	Employee Engagement Management	Drive employee engagement programmes to facilitate commitment from employees to organisational values, vision and objectives		●	●	●	●	●
	Employee Relationship Management	Strengthen employee relationships and facilitate resolutions to conflicts and disputes			●	●	●	
	Executive Remuneration Management	Manage the design and implementation of executive remuneration for executives of the organisation				●	●	●
	Health and Wellness Programme Management	Develop and implement employee health and wellness programmes to promote a healthy and productive workforce			●	●	●	
	Labour Relations Management	Manage labour relations to support, enhance and strengthen the relationships amongst trade unions, work councils and employee forums			●	●	●	
	Organisational Event Management	Plan and manage the execution of organisation-wide and external events, including pre- and post-event activities		●	●	●		
	Total Rewards Philosophy Development	Establish organisation-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivise the desired behaviours				●	●	●

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Employee Separation	Involuntary Exit Management	Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits		●	●	●	●	
	Retirement and Re-employment Management	Manage departures, retention and re-employment of employees at retirement age			●	●	●	
	Voluntary Exit Management	Manage departures, retention and re-employment of employees at retirement age		●	●	●	●	
General HR Management	Data Collection and Preparation	Collect HR data from employees for the purpose of generating business and HR insights		●	●	●		
	Data Governance	Establish standards and practices on data governing and review level of compliance with them				●	●	
	Data Management	Prepare, structure and manage HR data and information to assist in the analyses of business and HR issues		●	●	●		
	Human Resource Advisory	Deliver HR advisory and consultancy services to internal and external clients to meet their requirements				●	●	●
	Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business		●	●	●	●	
	Human Resource Digitalisation	Innovate HR processes and practices through digitalisation by evaluating its impact on the delivery of HR services				●	●	●
	Human Resource Service Quality Management	Develop and implement HR service management frameworks, incorporating service quality standards, agreements and metrics				●	●	●
	Human Resource Systems Management	Establish and manage effective and efficient HR management systems		●	●	●	●	
	Project Management	Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution			●	●	●	●
	Skills Framework Adoption	Drive the adoption, integration and implementation of Skills Frameworks and their components in business and HR activities throughout the organisation		●	●	●	●	●
	Stakeholder Engagement and Management	Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or HR's objectives		●	●	●	●	●
	Technology Integration	Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery			●	●	●	●

Overview of Technical Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountabiity)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant areas of work, strategy or overall direction	Empowered to chart direction and practices within and outside of work (including professional field/ community), to achieve/exceed work results	Complex	• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge • Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice • Demonstrate exemplary ability to innovate, and formulate new ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; manage resources, set milestones and drive work	Complex	• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles • Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work • Manage and drive complex work activities
4	Work under broad direction Hold accountability for performances of self and others	Exercise judgement; adapt and influence to achieve work performance	Less routine	• Evaluate and develop factual and conceptual knowledge within a field of work • Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems • Manage work activities which may be unpredictable • Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	• Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes • Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	• Understand and apply factual and procedural knowledge in a field of work • Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools • Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	• Recall factual and procedural knowledge • Apply basic skills to carry out defined tasks • Identify opportunities for minor adjustments to work tasks

Overview of Generic Skills
and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	**Intermediate**	**Advanced**
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Overview of Generic Skills
and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	**Intermediate**	**Advanced**
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	**Intermediate**	**Advanced**
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and transdisciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

Supporting Organisations and Acknowledgements

We would like to thank the following organisations and partners for their support and contributions in the development and validation of the Skills Framework for Human Resource:

AbbVie Pte Ltd

Aberdeen Asset Management Asia Limited

Adama Asia Pacific

Alcon Singapore Manufacturing

Amadeus GDS Singapore Pte Ltd (Amadeus Group)

Atlas Sound & Vision Pte Ltd

Aveva

BDO LLP

Berge Bulk Singapore Pte Ltd

BP Singapore Pte Ltd

BreadTalk Group Limited

CapitaLand Limited

Central Provident Fund Board

Certis CISCO Security Pte Ltd

Charles and Keith (International) Pte Ltd

City Developments Limited

Commonwealth Capital Pte Ltd

Cyient Singapore Private Limited

Dairy Farm Singapore

Defence Science & Technology Agency

DHL Global Forwarding Management (Asia Pacific) Pte Ltd

Electrolux S.E.A Pte Ltd

First Abu Dhabi Bank P.J.S.C. Singapore branch

GE Aviation

Gemalto

Goldbell Corporation Pte Ltd

Goodrich Global Pte Ltd

Govtech

Grab

GulfMark Asia Pte Ltd

Hanbaobao Pte Ltd

Hawksford Singapore Pte Ltd

Heerema Marine Contractors Staffing Asia Pte Ltd

Hempel (Singapore) Pte Ltd

Hitachi Asia Ltd.

Huntsman (Asia Pacific) Pte Ltd

IBM Corporation

Ikano Pte Ltd

Illumina Singapore Pte Ltd

Jabil Circuit (Singapore) Pte Ltd

Jardine OneSolution(2001) Pte Ltd

Kantar

Keppel Capital

Keppel Corporation

Kimberly-Clark Singapore

KONE Pte Ltd

KSMC SG Pte Ltd

Lumileds Singapore Pte Ltd

Majlis Ugama Islam Singapura (MUIS)

Malayan Banking Berhad

Mandarin Oriental, Singapore

Mapletree Investments Pte Ltd

Marina Bay Sands Pte Ltd

Mars Foods LLC Singapore Branch

Mastercard Asia Pacific Pte Ltd

Metropolitan YMCA Singapore

Miclyn Express Offshore Pte Ltd

Ministry of Trade & Industry

Mondelez International

Monetary Authority of Singapore

MSIG Holdings (Asia) Pte Ltd

National Environment Agency

National Healthcare Group

National Library Board

NEC Corporation

NTUC First Campus Co-operative Ltd

OCBC Bank

Supporting Organisations and Acknowledgements

Panasonic Asia Pacific Pte Ltd

Pfizer Asia Pacific Pte Ltd

Public Service Division

QlikTech Singapore Pte Ltd

RWSentosa

SAP

Scoot-Tigerair Pte Ltd

Semperit Investments Asia Pte Ltd

Sime Darby Motors

Singapore Clinical Research Institute

Singapore Press Holdings

Singapore Telecommunications Limited

SingHealth

Standard Chartered Bank (Singapore) Limited

ST Logistics Pte Ltd

Systems on Silicon Manufacturing Co. Pte Ltd

The Amercian Chamber of Commerce

The Esplanade Co.

thyssenkrupp Singapore Pte Ltd

Toshiba Asia Pacific Pte Ltd

United Overseas Bank Limited

Wildlife Reserves Singapore

YCH Group

Zurich Insurance Group

In addition, we would like to express our gratitude to the following stakeholders and partners for their contribution to the development of the Skills Framework for Human Resource:

- Organisations that have provided the necessary information and assisted in the validation

- Individuals who have agreed to share their personal career stories

- The unions who have provided their views and support on behalf of their members

- The industry association and professional bodies for sharing their business and members' perspectives

- Various government and government-linked agencies for their assistance

- Education and training providers for the inputs on skills and competencies development

Wage Information

MONTHLY GROSS WAGES OF SELECTED OCCUPATIONS IN HUMAN RESOURCE, JUNE 2017

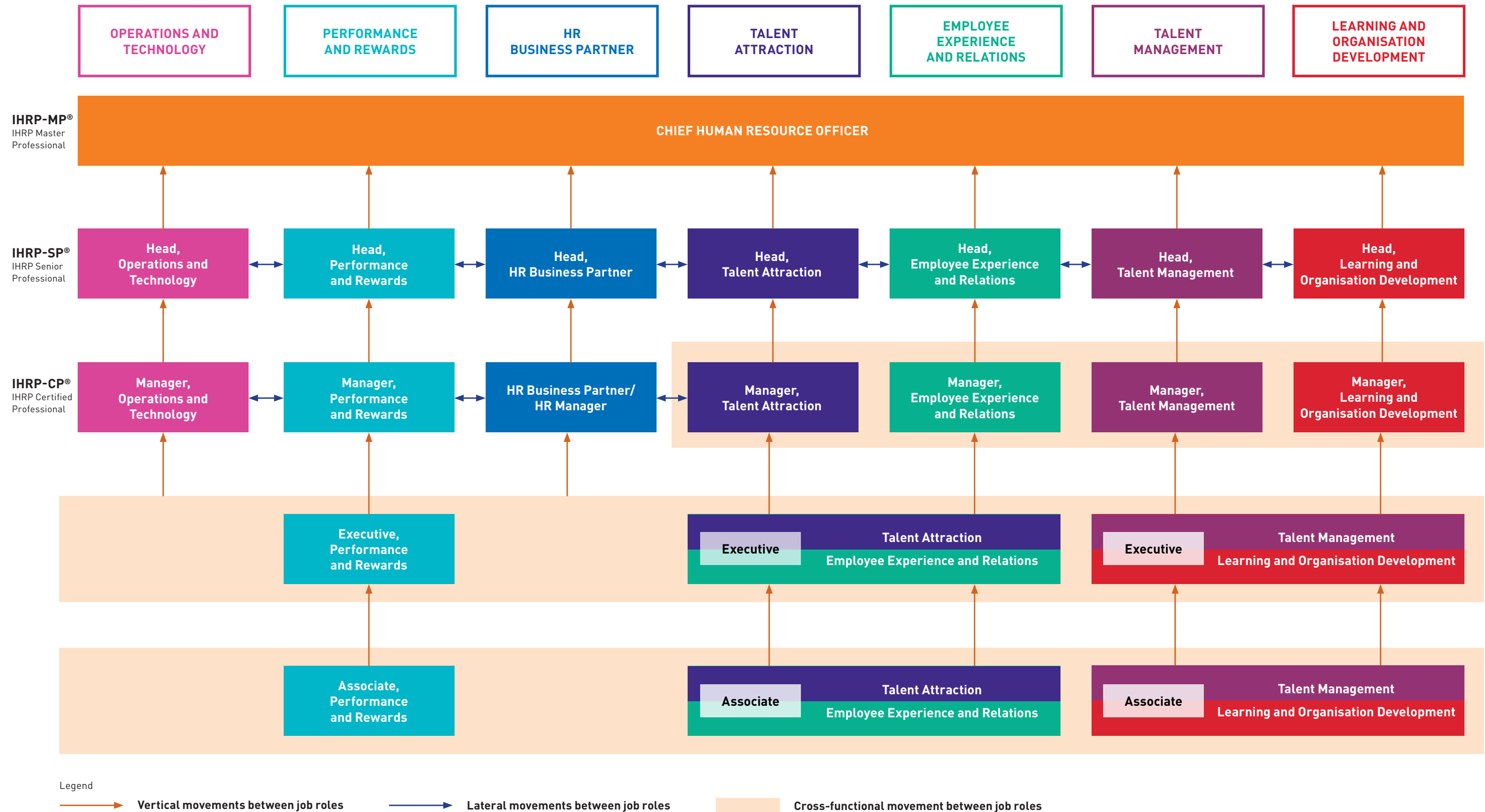| Occupations	Gross Wage	
	25th Percentile ($)	75th Percentile ($)
Chief Human Resource Officer	17,361	28,727
Head, Operations and Technology	13,936	20,970
Head, Performance and Rewards	15,385	23,642
Head, HR Business Partner	12,871	23,380
Head, Talent Attraction	12,620	19,608
Head, Employee Experience and Relations	14,532	20,578
Head, Talent Management	15,114	23,042
Head, Learning and Organisation Development	13,212	18,940
Manager, Operations and Technology	7,508	12,296
Manager, Performance and Rewards	7,074	11,940
HR Business Partner/HR Manager	5,980	10,796
Manager, Talent Attraction	7,419	11,983
Manager, Employee Experience and Relations	6,311	11,042
Manager, Talent Management	7,603	13,005
Manager, Learning and Organisation Development	6,760	10,538
Executive, Performance and Rewards	4,098	5,968
Executive, Talent Attraction and Employee Experience and Relations	4,050	6,333
Executive, Talent Management and Learning and Organisation Development	3,895	5,842
Associate, Performance and Rewards	2,677	3,972
Associate, Talent Attraction and Employee Experience and Relations	3,095	4,183
Associate, Talent Management and Learning and Organisation Development	2,741	3,600

Note:
The above data reflects the indicative monthly gross salary and includes fixed bonuses, variable bonuses, overtime pay and allowances. Actual salaries may differ due to market conditions and company/organisation policies.

SKILLS FRAMEWORK FOR HUMAN RESOURCE
Career Pathways

	OPERATIONS AND TECHNOLOGY	PERFORMANCE AND REWARDS	HR BUSINESS PARTNER	TALENT ATTRACTION	EMPLOYEE EXPERIENCE AND RELATIONS	TALENT MANAGEMENT	LEARNING AND ORGANISATION DEVELOPMENT
IHRP-MP® IHRP Master Professional	CHIEF HUMAN RESOURCE OFFICER						
IHRP-SP® IHRP Senior Professional	Head, Operations and Technology	Head, Performance and Rewards	Head, HR Business Partner	Head, Talent Attraction	Head, Employee Experience and Relations	Head, Talent Management	Head, Learning and Organisation Development
IHRP-CP® IHRP Certified Professional	Manager, Operations and Technology	Manager, Performance and Rewards	HR Business Partner/ HR Manager	Manager, Talent Attraction	Manager, Employee Experience and Relations	Manager, Talent Management	Manager, Learning and Organisation Development
		Executive, Performance and Rewards		Executive — Talent Attraction / Employee Experience and Relations		Executive — Talent Management / Learning and Organisation Development	
		Associate, Performance and Rewards		Associate — Talent Attraction / Employee Experience and Relations		Associate — Talent Management / Learning and Organisation Development	

Legend

→ Vertical movements between job roles   → Lateral movements between job roles   ▭ Cross-functional movement between job roles

SKILLS FRAMEWORK FOR HUMAN RESOURCE
Career Pathways

Scan this QR code to find out more about the Skills Framework for Human Resource

SKILLS *future* SG

wsg
Workforce
Singapore

MINISTRY OF
MANPOWER

PUBLISHED IN MAY 2018