

**SKILLS FRAMEWORK FOR HUMAN RESOURCE  
SKILLS MAP - HR BUSINESS PARTNER / HR MANAGER**

<b>Sector</b>	Human Resource		
<b>Track</b>	HR Business Partner		
<b>Occupation</b>	HR Business Partner / HR Manager		
<b>Job Role</b>	<b>HR Business Partner / HR Manager</b>		
<b>Job Role Description</b>	<p>The Human Resource (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.</p> <p>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.</p>		
	<b>Critical Work Functions</b>	<b>Key Tasks</b>	<b>Performance Expectations (For legislated / regulated occupations)</b>
	Plan HR and workforce strategy and organisation development	Develop plan to deploy organisation's workforce to maximise productivity in pursuit of organisational vision, mission, strategy and plans in consultation with 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
		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	
	Attract talent	Recommend sourcing channels to source the right candidates in line with business needs	
		Prioritize 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	
	Develop talent	Define learning and development needs based on business and staff capability needs	
		Coach employees to refer to career development policy, framework and programmes for career progression in the organisation	
		Guide line managers in their understanding and usage of performance management policy, 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	
		Provide advice to line managers on managing voluntary employee exits to ensure employee leaves with a positive association with the organisation	
		Conduct exit interviews to gather feedback for better employee retention	

Separate talent	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 reemployment of employees beyond retirement age in alignment with organisation's retirement policies
	Advise line managers in retirement processes to ensure employee leaves with a positive association with the organisation
<b>Analytics and Insights, CP</b> 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.
<b>Relationships and Communication, CP</b> Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.	Plan and execute communication activities using the appropriate channels/ tools for the targeted audience.
	Develop communication material/ information kits for the HR programmes/ activities to convey desired messages clearly and effectively to the targeted audience.
	Present and communicate with impact and empathy through clarity in messages, and engaging audience through active listening and inquiry.
	Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.
	Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups.
	Develop positive working relationships with people through strong inter-personal skills.
	Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge.
<b>Technology and Operational Excellence, CP</b> 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.
<b>Labour Policies and Legislation, CP</b> 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		
<b>Skills &amp; Competencies</b>	<b>Technical Skills &amp; Competencies</b>		<b>Generic Skills &amp; Competencies (Top 5)</b>	
	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		
	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			
<b>Programme Listing</b>	For a list of Training Programmes available for the Human Resource sector, please visit: <a href="http://www.skillsfuture.sg/skills-framework/hr">www.skillsfuture.sg/skills-framework/hr</a>			