

Chief Human Resource Officer

Job Family:
Human Resource

Impact level:
Medium



The role will evolve to be:

- **Value creator** and **future of work strategist** to reimagine the way work gets done through optimal combination of humans and machines.
- **Culture orchestrator** to build a unifying workplace culture that fosters a sense of purpose and belonging for diverse groups of talent.
- **Business advisor** and **coach**, with strong ethical grounding in managing complexities.
- **Leadership architect** and **people advocate** to elevate the people agenda, build and develop leaders, anticipate future capabilities and drive continuous learning within the organisation.
- **Innovator** to push the traditional boundaries and develop fit for purpose HR operating models, enabled by integration of technology.
- **Data science champion** to drive use of decision science to shift from reporting to insights and predictive analytics.



Mobile Applications



Social Media



Cloud Technology



Data Analytics



Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS WITHIN THREE YEARS

Strategic value creator

The role will partner with business leaders to **identify future capabilities** required to shape the long-term business goals and **strategise the future of work**. The role will provide an outside-in perspective on the business environment by looking at the broader economic context, business shifts and competitor strategies, to translate those into talent implications. The role will **orchestrate new ways of working** through optimal human-machine collaborations, create meaningful jobs and **drive a culture of continuous learning** in the organisation.

Culture orchestrator

The role will **catalyse culture change** and create a culture that aligns with business strategy, organisation values and the new ways of working; leverage **behavioural drivers** to influence positive behaviour changes to foster a sense of purpose and belonging within the workforce.

Business coach

The role will be a **partner and coach for senior business leaders** and foster a growth mindset and innovation. The role will challenge leaders and provide **well-balanced advice** on key people-related decisions. The role will manage complex situations and multiple stakeholders with competing demands to effortlessly navigate and align expectations.

Leadership architect

The role will **groom future leaders** for the organisation and guide their development through a robust plan, along with other business leaders. The CHRO will pave the career journeys for key talent and identify opportunities for growth and learning.

People advocate and governance expert

The role will continuously assess internal people policies and decisions against the external market and legislations and recommend strategies to **elevate the people agenda**. The role will highlight potential implications of changing external landscape and legislations to recommend **strategies to future-proof the organisation**.

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EXPECTATIONS WITHIN THREE YEARS

Technology evangelist

In future, the CHRO will engineer the **shift in the HR operating model towards a strategic solution design and business partnering**. The role will drive the vision for continuous upgrade of service delivery and experience by evaluating opportunities and **prioritising HR technology investments**. The role will influence business leaders through a robust business case that translates investments into performance outcomes and increased productivity for the business. The role will also drive the upskilling of HR teams to embrace technology.

Decision science champion

The role will **drive investments in infrastructure, systems and capability** within HR to enhance evidence-based thinking using decision science. The role will influence positive changes in behaviours through insights from social sciences, decision making and economics.

Future skills* (Role-specific)

* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Organisation Transformation	Drive organisation transformation strategies and programmes that impact organisation-wide structures, processes, behaviours, in alignment with business strategy, workforce trends and disruptive technologies and enhance organisational effectiveness and performance
Workplace Culture and Change Management Advisory	Drive strategies to achieve desired organisational culture by leveraging understanding of social drivers in the organisation and coach organisation leaders to lead change management across the organisation
Strategic Business and HR Advisory	Coach organisation leaders and provide data-driven insights on opportunities by leveraging data analytics to influence and align talent strategies to business needs
Talent Experience Management	Influence business decisions to drive a seamless and integrated talent experience that aligns with overall branding and consumer experience strategy of the organisation
Design Thinking	Influence development of talent programmes through human-centred strategies for enhanced talent experience
Behavioural Drivers	Provide thought leadership to drive application of behavioural levers to drive culture and workplace transformation
Sustainability and Digital Citizenship Governance	Foster an inclusive and ethical workplace culture that enables organisation to make a positive impact on the environment, community, society, and economy. Oversee the development of policies and guidelines for corporate and digital citizenship to safeguard business and talent.
Work Architecture and Job Redesign	Strategise work architecture by driving job redesign and lay the foundation for future workforce planning including the broader talent ecosystem
Learning and Development Strategy	Foster a continuous learning culture to drive upskilling and reskilling across diverse talent groups to meet current and future needs of the organisation

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Future skills* for CHRO

* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Business and Financial Acumen	Develop appropriate talent strategies by leveraging in-depth knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance. Consider key industry drivers and macro-economic trends when evaluating impact of talent strategies on workforce performance
Data-driven Story Telling	Guide the development of the business case and challenge business leaders through presentation of compelling narratives and data-based insights to secure buy-in for talent strategies and decisions
People Analytics	Strategise people analytics approach and tools (e.g. linkages of data metrics, analysis of intangible metrics and predictive modelling) to augment talent strategies and develop data-based talent programmes in the organisation
Organisational Behaviour and Change Management	Strategise organisational-level change and advocate use of technology to implement new change approaches such as real-time multidirectional engagement to influence desired change in individual and group behaviours
Agile Mindset	Develop strategies to drive agile ways of working as well as, structures and processes that allow speed and adaptability to react quickly to the changes in the external environment. Influence a mindset shift across the organisation to thrive and excel within a dynamic organisational culture
HR Technology Adoption	Provide thought leadership on HR service delivery model and technology integration that would elevate talent experience as well as drive the business and talent to attain organisational goals
Relationships and Communication	Pre-empt and proactively assess needs of diverse groups of stakeholders and develop communication strategy to continuously engage them, in order to attain desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Provide advisory and obtain buy-in from the business on inclusive and diverse workforce policies based on data-driven insights through analysis of talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to influence legislative changes across diverse talent groups

Beyond three years

The CHRO will **continuously evolve the work and talent strategy** to accelerate digital transformation for the business and HR and **drive perpetual reinvention of work** as technology becomes more sophisticated. The role will guide the leaders to **navigate the potential conflict** between the commercial mandate of the business and the impact of automation on the broader environment and communities. The increased prevalence of a broader talent ecosystem will drive the need for **greater talent advocacy**, and the role will ensure that **inclusive and equitable** policies, experiences and opportunities are available to all talent, including gig and contract workers. The role will also need to design higher-value jobs that allow talent to deliver **meaningful work**, aligned with the organisation's purpose. Finally, to help the business **navigate the complexities** of the changing landscape, the CHRO will **continuously push the boundaries** and **provide alternate perspectives**, drive the organisation towards the future by driving an **agile mindset and culture** throughout the organisation.