



Executive, Employee Experience and Relations


Job Family:
Employee Experience and Relations


Impact level:
High


- The role will implement **innovative talent experience programmes** to **motivate and integrate a diverse workforce**.
- Monitor and handle workplace issues and talent relations** to enhance overall talent experience.
- Analyse **real-time feedback** gathered through **continuous engagement tools** and provide recommendations to develop **talent-centric solutions**.

 Social Media

 Mobile Applications

 Social Robotics

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Enhancing Talent Experience and Wellness		
<ul style="list-style-type: none">Develop items for employee engagement surveys	<ul style="list-style-type: none">Analyse business needs and different talent personas to support the development of talent experience initiatives[NEW] Research technological solutions that can be used to implement talent experience initiatives and gather data on talent sentiments	<ul style="list-style-type: none"><i>Data analytics and AI will be used to facilitate segmentation of talent for definition of personas</i><i>Mobile applications and other technology platforms will enable the delivery of talent experience initiatives</i><i>Multi-source listening and sentiment analysis by obtaining feedback and data from diverse range of stakeholders as well as internal and external platforms will generate insights on the needs of diverse talent groups</i>
<ul style="list-style-type: none">Implement programmes to improve employee engagement and well-beingAnalyse employee engagement data to identify insights and propose possible enhancements to the programmes	<ul style="list-style-type: none">Implement programmes to improve talent experience and wellness for diverse groups of talent across the broader talent ecosystemAnalyse data on talent experience gathered from sources such as pulse surveys, to generate insights and identify areas for improvement[NEW] Research for new technologies to measure tangibles such as pay and benefits and intangibles such as telecommuting, recognition, and work-life balance to enhance the talent experience	<ul style="list-style-type: none"><i>Social media and mobile applications with proactive nudging will deliver personalised communications on talent experience programmes</i><i>Social media and mobile applications will enable collection of real-time data on talent sentiments across the broader talent ecosystem and combined with data analysis will generate insights on areas for improvement to support data-driven decision making</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Aid the business and line managers to use self-service data and analytics to obtain insights on talent experience	<ul style="list-style-type: none"><i>Platforms equipped with data analytics and AI / ML will enable self-service use of personalised insights such as motivating factors, retention and engagement suggestions</i>
<ul style="list-style-type: none">Conduct internal studies on the organisation's workplace ergonomics to introduce a standardised one-size fit all policy	<ul style="list-style-type: none">Conduct internal studies on the organisation's workplace ergonomics for diverse groups of talentIntroduce innovative workplace wellness initiatives such as standing desks, sessions on mental health, etc. to enhance talent experience across the talent lifecycle	<ul style="list-style-type: none"><i>Multi-source listening by obtaining feedback and data on experience and needs from diverse range of sources such as business leaders and talent, combined with data analysis will generate insights to support implementation of workplace wellness initiatives for diverse groups of talent</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Supporting Talent Relations		
<ul style="list-style-type: none">Communicate employee relations policies through organisation's internal channels	<ul style="list-style-type: none">Communicate talent relations policies to the broader talent ecosystem through appropriate channels[NEW] Maintain continuous engagement with the broader talent ecosystem by leveraging technology for the communication and implementation of workplace programmes and policies	<ul style="list-style-type: none"><i>Mobile applications with chatbots will provide a convenient platform for talent to access policies, lodge reports, and provide feedback on their experience</i>
<ul style="list-style-type: none">Categorise grievances reported according to guidelines	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>RPA, AI and Machine Learning technologies will provide first level support with human intervention only when necessary</i>
<ul style="list-style-type: none">Provide support to managers in investigating non-routine grievance matters	<ul style="list-style-type: none">Harness data-driven insights when providing support to managers in investigating non-routine grievance and workplace matters	<ul style="list-style-type: none"><i>Multi-source listening by obtaining feedback and data on grievance and workplace matters from diverse range of sources and data analytics will provide insights for a more holistic understanding to enhance the investigation and resolution</i>
<ul style="list-style-type: none">Analyse feedback on effectiveness of and satisfaction with grievance resolution to suggest improvements	<ul style="list-style-type: none">Analyse feedback on effectiveness of and satisfaction with grievance resolution by leveraging data analytics to suggest data-driven improvements	<ul style="list-style-type: none"><i>Data analytics and sentiment analysis of feedback gathered on grievance resolution will facilitate generation of insights for improvements on grievance process</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Implement programmes to manage workforce risks and challenges for diverse groups of talent	<ul style="list-style-type: none"><i>Multi-source listening by obtaining real-time feedback and data on sentiments and experience from diverse range of sources combined with sentiment analysis will generate insights on the needs of diverse talent personas</i>

Future skills* (Role-specific)

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

Focus areas	Descriptions
Talent Persona Creation	Analyse data and develop segments of talent groups and define the distinct talent personas to help facilitate the development and implementation of personalised talent solutions
Talent Journey Mapping	Identify key moments across the talent lifecycle, synthesise insights on the gaps in talent experience to provide recommendations for enhancement
Design Thinking	Research new ideas taking into consideration talent needs and help to develop new human-centred initiatives that can be quickly tested and implemented to enhance talent experience
Continuous Listening Strategy	Analyse real-time data and continuous feedback obtained from continuous listening initiatives and technology tools, and provide recommendations for targeted actions to enhance talent experience
Omni-channel Communication	Identify the relevant communication touchpoints for diverse groups of talent and review communications to ensure consistency of talent experience across platforms

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Future skills* for all HR executives

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

Focus areas	Descriptions
Business and Financial Acumen	Lead execution of talent initiatives by applying knowledge of business drivers, financial indicators, workforce analytics and the impact on business outcomes
Data-driven Story Telling	Guide and review the data-based insights and visualisations and provide inputs for narrative to influence talent-related decision-making process
People Analytics	Apply data mining and analytics techniques to analyse linkages between talent and business metrics, including intangible metrics. Use insights from predictive models to identify impact of talent programmes on the business
Organisational Behaviour and Change Management	Apply understanding of psychological, social and cultural drivers to guide talent towards desired change and apply use of technology and nudges to influence behaviours
Agile Mindset	Execute initiatives that promote agile ways of working, structures and processes which enhance adaptability and collaboration among talent. Provide inputs for improvement based on feedback as well as external research
HR Technology Adoption	Analyse existing processes to identify inefficiencies as well as gaps in talent experience and shortlist possible technology solutions to enhance the processes and experiences across the talent lifecycle
Relationships and Communication	Collaborate with stakeholders and display sensitivity to their needs, and lead the execution of communication plans across relevant stakeholders
Progressive and Inclusive Workforce Policy Implementation	Collaborate with the business to implement inclusive workforce policies and legislations relevant for diverse talent groups based on data-driven insights and review feedback

Beyond three years

The role will continue to **implement talent experience initiatives** that are customised to diverse talent personas to **enhance talent experience and wellness**. The role will have an increased focus on experimentation to **facilitate incorporation of technology into work processes** to enhance effectiveness and efficiency. The role will also facilitate the **introduction of new technologies** such as biometrics, natural language processing and wearables to facilitate a more in-depth understanding of talent experiences throughout the talent lifecycle.

c. Executive, Employee Experience and Relations

The Executive, Employee Experience & Relations, administers employee engagement surveys and implements programmes to improve employee engagement and wellness. Their experience and skills enable transitions to the following roles within HR, as shown in Table 7.

The role has cross-functional skills in customer service, problem solving, and time management and can transit to the following roles outside HR. They will also need to top-up supplementary role-specific skills to perform in these roles, as shown in Table 8 below.

Table 7: Transitions within HR for Executive, Employee Experience & Relations

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive, Employee Experience & Relations	HR Business Partner	<ul style="list-style-type: none"> Strategic Business Advisory Work Architecture and Job Redesign
	Talent Development Specialist	<ul style="list-style-type: none"> Learning and Development Strategy Content Marketing Strategy
	HR Analytics & Transformation Analyst	<ul style="list-style-type: none"> Organisation Transformation Workplace Culture and Change Management

Table 8: Transitions outside HR for Executive, Employee Experience & Relations

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive, Employee Experience & Relations	Account Management Executive	<ul style="list-style-type: none"> Market Research Customer Relationship Management (CRM) System
	Operations Associate / Coordinator	<ul style="list-style-type: none"> Quality Assurance / Control Risk Management
	Business Development Executive	<ul style="list-style-type: none"> Account Management Digital Marketing

Cross-functional Skills

- Customer Service
- Problem Solving
- Time Management