Head, Employee Experience and Relations

Job Family:

Employee Experience and Relations

Impact level:

Medium

- The role will develop **talent experience and talent relations strategies** for the organisation.
- Shape a **high performing and inclusive culture** and coach business leaders to deliver the talent experience.
- **Leverage data-driven insights** to review effectiveness and recommend ways to improve talent experience programmes to deliver the impact on business outcomes.

| 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		
- Develop a strategy and approach to enhance employee engagement	- **[NEW]** Partner with other HR leaders as well as business leaders to **design talent journeys** for **multiple personas** aligned to the **Talent Value Proposition (TVP)** - Develop a strategy and approach to enhance **talent experience** across the talent lifecycle for diverse talent groups	- *Data analytics and AI will be used to facilitate segmentation of talent and definition of personas* - *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*
- Drive implementation of employee engagement programmes and related communications - Coach senior leaders on ways to champion employee engagement programmes	- Drive implementation of talent experience programmes and continuous listening approach as well as related communications - Coach senior leaders on ways to champion talent experience programmes	- *Social Media, mobile applications and technology platforms will enable the delivery of talent experience and continuous listening initiatives* - *Social media and mobile applications with proactive nudging will deliver personalised communications while collecting real-time data on sentiments* - *AI-powered chatbots will serve as a first-level support to handle basic queries*
- Review effectiveness of employee engagement programmes and recommend areas of improvements	- **[NEW]** Design **framework to measure effectiveness** of talent experience programmes and **linkage to business outcomes** - Use **data-driven insights to review the effectiveness** of talent experience programmes and impact on the business outcomes; and recommend enhancements to the programmes	- *Feedback and data on talent experience will be examined in conjunction with data on individual / organisational performance and attrition*
Managing Talent and Labour Relations		
- Develop labour strategies that foster constructive working relationships with parties such as trade unions and work councils	- Develop labour relations strategies by **leveraging data insights** to foster constructive working relationships with relevant parties such as trade unions, trade associations, and policy makers - **[NEW]** Pre-empt **workforce management risks and challenges** related to the broader talent ecosystem	- *Automated web programming will enable monitoring of talent sentiments and data across internal and external platforms to provide insights and alerts on workplace safety issues such as sexual harassment as well as talent behaviour risks to proactively mitigate them and enhance relations*

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
▪ Engage in key negotiations with relevant parties on labour-related issues to achieve desired outcomes for all stakeholders	▪ Lead **joint discussions** with labour unions and other involved parties by **leveraging real-time information**, to achieve desired outcomes for all stakeholders	▪ *Knowledge of collective bargaining changes due to intelligent automation impacting talent will enable better dialogues with relevant parties such as trade unions to ensure successful implementation of the technologies* ▪ *Communication platforms such as social media and mobile applications will allow real-time information sharing with relevant stakeholders*
Managing Culture, Diversity and Inclusion		
▪ *Task does not exist in current role*	▪ **[NEW]** Drive alignment of culture with organisational values and the **TVP**	▪ *Multi-source listening and sentiment analysis along with application natural language processing on data from diverse range of stakeholders as well as internal and external platforms will be used to monitor alignment between the current and desired state*
▪ Foster a high performing culture while advocating for diversity and inclusion (D&I) by periodically measuring culture through pulse surveys	▪ Develop **culture building initiatives** by leveraging **real-time data and insights** to foster a high performing culture that embraces D&I ▪ **[NEW]** **Coach senior leaders** to be role models for the desired culture and embrace D&I in talent interactions and work processes	▪ *Application of natural language processing on the data obtained from real-time feedback and sentiment analysis coupled with data analytics will enable monitoring and measuring of the impact of efforts designed to improve D&I outcomes* ▪ *Data analytics will enable the analysis of possible inherent biases in talent decision making as well as potential phrasing of policies and initiatives that could be exclusionary or biased to diagnose D&I gaps and design of interventions* ▪ *Communication platforms such as social media and mobile applications with proactive nudging will be used to promote culture change*
▪ Identify opportunities to raise the corporate branding around D&I	▪ Raise the corporate branding around D&I continuously to enhance corporate culture by **leveraging feedback and workforce metrics data** to obtain data-driven insights across the entire D&I space	▪ *Application of natural language processing on the data obtained from real-time feedback and sentiment analysis coupled with data analytics will provide D&I insights on current practices such as workforce characteristics based on race, age, and gender*

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	Develop strategy for talent segmentation aligned to organisation's needs and guide the impact across talent solutions
Talent Journey Mapping	Guide the development of talent journey across the talent lifecycle for diverse groups of talent. Drive use of innovative technologies to deliver the talent experience
Design Thinking	Build and integrate culture that encourages human-centred strategies for development of programmes which lead to enhanced talent experience
Continuous Listening Strategy	Design continuous listening strategies and determine technology to capture real-time feedback and evaluate effectiveness of talent experience programmes to develop enhancement
Omni-channel Communication	Develop communication strategies to optimise use of multi-channel platforms for the delivery of communication messages to create integrated talent experiences
Cross Cultural and Diversity Sensitivity	Develop strategies to promote awareness of cultural and diversity differences to foster a work environment that cultivates a high performing and enabling culture for all talent

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Future skills* for all HR heads

* 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 role will continue to have a key focus on **partnering with HR and business leaders** to spearhead talent experience strategies and approaches to **improve workforce productivity, organisation reputation and talent relations**. There will be a focus on building a **unique workplace culture** that is reflective of the organisation's brand. Technologies such as natural language processing and biometrics will be extensively used to **generate in-depth insights** on talent sentiments. This would enable the development of talent-focused HR solutions that effectively meet needs and deliver **consumer-grade experiences**. Data-based measures of talent experience linked to **return of investment** will be increasingly used to convince business leaders of the value of investment in this area.