


# Manager, Employee Experience and Relations

Job Family:


Employee Experience and Relations


Impact level:


Medium





- The role will lead the implementation of **talent journeys** to **optimise talent experience** across touchpoints in the talent lifecycle.
- Collaborate with the business to **manage talent relations** and **culture** to motivate and integrate **diverse groups of talent**.
- Use technology to facilitate **continuous engagement**, **enhance experience**, and generate **real-time feedback and insights**.

 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		
<ul style="list-style-type: none"><li>▪ Provide support to business leaders to implement employee engagement activities and oversee communication of their progress</li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> Partner with business to synthesise business requirements and insights from talent data to <b>define talent personas</b></li><li>▪ <b>[NEW]</b> Develop <b>talent journeys</b> and lead implementation of related talent experience and communication initiatives across the talent lifecycle for <b>diverse personas</b></li></ul>	<ul style="list-style-type: none"><li>▪ <i>Data analytics and AI will be used to facilitate segmentation of talent for definition of personas</i></li><li>▪ <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></li></ul>
<ul style="list-style-type: none"><li>▪ Derive insights from employee engagement data and recommend improvement actions</li></ul>	<ul style="list-style-type: none"><li>▪ Develop talent experience programmes and continuous listening approach</li><li>▪ <b>[NEW]</b> Recommend appropriate technologies to <b>measure tangible and intangible elements</b> of talent experience</li><li>▪ Recommend improvement actions based on the insights from <b>talent experience</b> data</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Social media and mobile applications will enable collection of real-time data on talent sentiments</i></li><li>▪ <i>Sentiment analysis will generate insights on the sentiments of diverse talent groups to enable data-driven decision making on initiatives to improve talent experience</i></li></ul>
<ul style="list-style-type: none"><li>▪ Engage business leaders in action planning discussions to implement improvement actions</li></ul>	<ul style="list-style-type: none"><li>▪ Engage business leaders in action planning discussions to implement improvement actions <b>based on data and insights</b></li><li>▪ <b>[NEW]</b> <b>Coach managers</b> to deliver optimal talent experiences drawing upon <b>real-time</b> feedback and sentiments gathered from their subordinates</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Use of mobile applications and pulse survey tools embedded within technology applications enable constant engagement with talent, providing real-time feedback, sentiments, and data. Coupled with data analysis and AI, this can provide HR and managers curated recommendations</i></li></ul>
<ul style="list-style-type: none"><li>▪ <i>Task does not exist in current role</i></li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> Guide and coach business leaders and managers on the use of <b>self-service data and analytics</b> to improve talent experience</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Platforms equipped with data analytics and AI / ML will enable self-service of personalised insights such as motivating factors, sense of belonging, and talent sentiments</i></li></ul>
<ul style="list-style-type: none"><li>▪ <i>Task does not exist in current role</i></li></ul>	<ul style="list-style-type: none"><li>▪ <b>[NEW]</b> <b>Develop data-driven insights</b> by assessing the <b>impact of talent experience programmes on business outcomes</b> to report effectiveness and recommend improvements</li></ul>	<ul style="list-style-type: none"><li>▪ <i>Feedback and data on talent experience programmes will be analysed against business metrics to identify insights on correlation and provide recommendations to enhance effectiveness of the talent experience programmes</i></li></ul>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Managing Talent and Labour Relations		
<ul style="list-style-type: none"> <li>Identify and synthesise relevant information required to support union and employee negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Identify and synthesise relevant information required to support union and talent negotiations</li> <li><b>[NEW]</b> Derive insights on <b>workforce risks and challenges</b> by harnessing <b>data analytics on talent experience and sentiments</b> and recommend solutions to support the organisation's position and interest</li> </ul>	<ul style="list-style-type: none"> <li><i>Multi-source listening by obtaining real-time feedback and data on sentiments and experience from diverse range of sources such as business leaders, talent as well as internal platforms and sentiment analysis will generate insights on the needs of diverse talent groups</i></li> <li><i>Automated web programming will enable constant monitoring of talent across internal and external platforms to provide alerts on areas of risk, stress, and fraud</i></li> </ul>
<ul style="list-style-type: none"> <li>Outline the business impact and risks in connection with labour relations to support union and employee negotiations and recommend ways to mitigate them</li> </ul>	<ul style="list-style-type: none"> <li>Outline the business impact and risks in connection <b>with more complex</b> labour relations with a <b>larger ecosystem</b> of relevant parties such as trade unions, trade associations, and policy makers and recommend ways to mitigate them</li> <li>Maintain <b>continuous channels of communication</b> with labour unions and talent to better understand needs and manage expectations</li> </ul>	<ul style="list-style-type: none"> <li><i>AI and Machine Learning powered web programming will enable real-time updates on labour policies to obtain insights on impact to business</i></li> <li><i>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</i></li> <li><i>Communication platforms such as social media and mobile applications will allow continuous engagement with real-time information sharing with relevant stakeholders</i></li> </ul>
Managing Culture, Diversity and Inclusion		
<ul style="list-style-type: none"> <li>Incorporate Diversity and Inclusion (D&amp;I) principles into HR policies and translate the policies into day-to-day practices at workplace</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate D&amp;I principles into HR policies and <b>engage line managers and other HR functions</b> to translate policies into day-to-day practices to better integrate <b>diverse talent groups</b></li> </ul>	<ul style="list-style-type: none"> <li><i>Data analytics and sentiment analysis of data gathered from multi-source listening will help to generate insights</i></li> </ul>
<ul style="list-style-type: none"> <li>Plan and execute culture building activities to foster a high performing culture that embraces D&amp;I</li> </ul>	<ul style="list-style-type: none"> <li>Plan and execute culture building activities by <b>leveraging technology</b> to measure impact of D&amp;I initiatives, highlight possible inherent biases, and scan internal platforms, to foster a high performing culture that embraces D&amp;I</li> </ul>	<ul style="list-style-type: none"> <li><i>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&amp;I gaps and design of interventions</i></li> <li><i>Communication platforms such as social media and mobile applications with proactive nudging will be used to promote culture change</i></li> </ul>
<ul style="list-style-type: none"> <li><i>Task does not exist in current role</i></li> </ul>	<ul style="list-style-type: none"> <li><b>[NEW]</b> Develop <b>feedback channels</b> to proactively gather inputs around culture and D&amp;I practices</li> </ul>	<ul style="list-style-type: none"> <li><i>Social media, chatbots and mobile applications with proactive nudging will be used to gather feedback</i></li> </ul>
<ul style="list-style-type: none"> <li>Contribute towards building the corporate branding for D&amp;I in all communications with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Contribute towards building the corporate branding for D&amp;I in all communications with stakeholders</li> <li><b>[NEW]</b> <b>Analyse feedback and workforce metrics</b> to share <b>impact</b> of D&amp;I programmes and initiatives on corporate culture</li> </ul>	<ul style="list-style-type: none"> <li><i>Data analytics and sentiment analysis of data gathered from multi-source listening will help to generate insights</i></li> <li><i>Enterprise level workforce planning tools with analytics capabilities will provide data on workforce characteristics</i></li> </ul>

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## 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	Approve the final talent personas based on the analysis and definition of talent segments to recommend implications on personalised talent solutions
Talent Journey Mapping	Map the talent journey across the lifecycle for diverse talent groups, considering business and talent needs, and recommend technologies to enhance talent experience
Design Thinking	Recommend innovative techniques and technologies to develop human-centred processes and programmes, and drive experimentation considering talent needs to enhance talent experience
Continuous Listening Strategy	Implement continuous listening strategy and recommend technologies to capture real-time and continuous feedback. Guide the analysis needed to enhance talent experience
Omni-channel Communication	Drive use of relevant communication touchpoints suitable for diverse groups of talent ensuring consistency of talent experiences across the platforms
Cross Cultural and Diversity Sensitivity	Implement programmes to build awareness of cultural and diversity differences to enable the creation of a high performing culture that supports diversity and inclusion for all talent

## Future skills\* for all HR managers

\* 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 implementation of appropriate talent strategies based on the knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance
Data-driven Story Telling	Develop narratives from data-based insights to build a business case and influence stakeholders on talent strategies and decision making
People Analytics	Lead analysis of linkages between talent and business metrics, including intangible metrics. Guide the development of suitable predictive models based on talent agenda to enhance existing talent programmes and guide development of new talent solutions
Organisational Behaviour and Change Management	Execute organisation-level change programmes and deploy technology to implement new change management techniques to elicit desired behaviours
Agile Mindset	Implement strategies to facilitate agile ways of working by promoting collaboration and cross-functional work as well as structures and processes that are quickly adaptable to changes. Guide leaders to develop a mindset shift in talent towards a dynamic organisational culture
HR Technology Adoption	Evaluate and recommend relevant technology solutions to enhance efficiency and effectiveness across the talent lifecycle. Determine benefits of technology implementation for enhanced talent experience
Relationships and Communication	Build trust and rapport with stakeholders and implement communication plans and collaboratively work towards desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Evaluate existing workforce policies and legislations, and latest trends for diverse talent groups against talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to provide data-driven recommendations to the business for adoption of progressive and inclusive practices

Beyond  
three years

The role will continue to focus on **driving implementation of talent journeys** customised to diverse talent personas. **Experimenting** with different approaches and continuously **fine tuning new and existing practices** in a **data-driven** manner will be expected. Technologies such as natural language processing and biometrics will be extensively used to enable **generation of in-depth insights** to provide a **personalised and consumer-grade experience** across the entire talent lifecycle. There will be expectation for stronger integration of technology into HR programmes to enable seamless talent experiences and to **empower talent to manage their own experiences**.