



Manager, HR Business Partner


Job Family:
HR Business Partner


Impact level:
Medium


- The role will evolve to a more **consultative role providing data-driven insights** on talent issues and solutions to the business.
- Optimise **work architecture** for the business, implement **job redesign** and **strategic workforce planning** initiatives.
- The role will need enhanced **business acumen, relationship building and storytelling skills** to influence the business outcomes.

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

 Social Media

 Social Robotics

 Mobile Applications

| EXPECTATIONS TODAY | EXPECTATIONS WITHIN THREE YEARS | NEW APPROACHES TO TASKS |
|--|--|--|
| Work Architecture | | |
| <ul style="list-style-type: none">Collaborate with line managers to forecast future skills requirements | <ul style="list-style-type: none">Predict talent and skills requirements through data-driven insights | <ul style="list-style-type: none"><i>Advanced data analytics and predictive analytics will provide insights on talent and skills requirements for the future and linkage to business metrics such as net profit margin and sales growth</i> |
| <ul style="list-style-type: none">Develop a short-term plan for deployment of workforce to maximise productivity | <ul style="list-style-type: none">Develop a long-term strategic workforce plan to ensure skills availability through broader talent ecosystem and agile teams and enable flexibility and adaptability of the business[NEW] Analyse work architecture to optimise long-term productivity through job redesign and technology integration for the optimisation of human-machine collaboration | <ul style="list-style-type: none"><i>AI / web data extraction and crawling will provide data and insights on future workforce demands and skills</i><i>Workforce analytics platforms will enable HR to determine future desired workforce structures</i><i>In-depth knowledge of the extended talent ecosystem will provide the agility to work around sudden workforce challenges</i><i>AI-enabled software will enable the redesign of jobs to achieve optimal combination of talent and automation</i> |
| <ul style="list-style-type: none">Evaluate effectiveness of change interventions | <ul style="list-style-type: none">[NEW] Implement workforce plans and job redesign initiatives using insights from change interventions | <ul style="list-style-type: none"><i>Data analytics and AI will analyse market data and workforce trends to predict changes needed to workforce structure and jobs for achieving business outcomes</i> |
| <ul style="list-style-type: none">Engage senior management to obtain buy-in and support for change interventions | <ul style="list-style-type: none">Engage senior management and talent to influence business decisions on talent and skills requirements through data-driven insights obtained from real-time multidirectional engagement across the business | <ul style="list-style-type: none"><i>Organisational network analysis will provide insights on collaboration and information sharing across the organisation to enable identification of influencers that will enhance the promotion of change management initiatives</i><i>AI-enabled nudging for monitoring and tracking of communication messages to provide alerts if messages are ignored / unread</i> |
| Driving Talent Experience | | |
| <ul style="list-style-type: none">Identify and recommend sourcing channels for priority positions | <ul style="list-style-type: none">Maintain relationships with critical talent and potential hires, beyond sourcing channels to proactively building a pipeline for priority capabilities and positions for the business | <ul style="list-style-type: none"><i>Data analytics will provide insights on recruitment patterns to enhance talent sourcing</i> |

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|--|---|---|
| <ul style="list-style-type: none"> Task does not exist in current role | <ul style="list-style-type: none"> [NEW] Suggest innovative candidate sourcing / recruitment strategies for proactive scouting tailored to the business needs | <ul style="list-style-type: none"> Strategic partnerships formed with institutes of higher learning will source talent with required skills Social media and programmatic advertising will facilitate engagement and pipeline building |
| <ul style="list-style-type: none"> Provide advice on fair and unbiased recruitment practices | <ul style="list-style-type: none"> Provide advice to managers on fair and unbiased recruitment practices across the business | <ul style="list-style-type: none"> AI-based sourcing and screening will reduce bias in selection and speed-up the recruitment process |
| <ul style="list-style-type: none"> Implement standardised onboarding processes for new hires | <ul style="list-style-type: none"> Task substituted by technology | <ul style="list-style-type: none"> AI and social robotics will enable the delivery of personalised and self-directed experience for new hires |
| <ul style="list-style-type: none"> Guide managers on the onboarding processes required for new hires | <ul style="list-style-type: none"> Work with the Talent Acquisition team to ensure design of onboarding includes proactive nudges and mechanisms to prompt managers and new hires [NEW] Guide implementation of preboarding and onboarding talent journeys with managers and derive insights from applications on feedback for sharing with the Talent Acquisition team | <ul style="list-style-type: none"> Data analytics on feedback from managers and talent will provide insights to enhance preboarding and onboarding processes tailored to the business needs for sharing with the Talent Acquisition team |
| <ul style="list-style-type: none"> Partner with business to promote employee engagement programmes, foster diverse and inclusive employment culture and lead labour relations | <ul style="list-style-type: none"> Provide inputs for HR policies to advocate diversity and inclusion within the business [NEW] Provide insights from real-time feedback to enhance talent experience initiatives and manage talent behaviours across the business | <ul style="list-style-type: none"> Social media, chatbots and mobile applications coupled with proactive nudging will enable the collection of real-time feedback and sentiments data Automated web programming embedded with AI and analytics will deliver sentiment analysis across professional and social platforms to provide insights for managing talent relations |
| <ul style="list-style-type: none"> Secure buy-in from business leaders on talent policies and programmes | <ul style="list-style-type: none"> Serve as a consultative partner and provide data-driven insights and solutions to address challenges of business and talent | <ul style="list-style-type: none"> Advanced data analytics will be used to analyse insights on talent solutions and provide linkages to business outcomes |
| Driving Talent Management | | |
| <ul style="list-style-type: none"> Define learning and development requirements based on business and talent capability needs | <ul style="list-style-type: none"> Proactively identify future skills and learning and development requirements that are critical to the business through industry insights | <ul style="list-style-type: none"> Analysis of historical talent data will provide insights on existing capability and skills gaps while AI will enable industrial scans and provide market-focused insights Analysis of learning consumption data will provide insights to guide managers in identifying effective learning topics for their talent and to share with the Learning and Organisation Development team |
| <ul style="list-style-type: none"> Guide managers in the application of talent management frameworks and processes | <ul style="list-style-type: none"> Recommend personalised, talent-centric approaches based on data-driven insights in alignment to business strategy | <ul style="list-style-type: none"> Internal enterprise resource planning systems will enhance management of talent capabilities within organisation |

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| EXPECTATIONS TODAY | EXPECTATIONS WITHIN THREE YEARS | NEW APPROACHES TO TASKS |
|--|--|--|
| <ul style="list-style-type: none">Facilitate talent review activities with managers to groom high-performing talent to meet business needs | <ul style="list-style-type: none">Guide managers on talent decisions through insights from data[NEW] Maintain close relationships with high-performing talent / talent with critical capabilities to understand aspirations and motivation | <ul style="list-style-type: none"><i>Predictive analytics will provide insights on possible risks such as flight risk and potential derailments on development programmes to enable mitigation plans</i><i>Data analytics will provide holistic insights for grooming of high-performing talent based on both performance and traits for sharing with managers and the business</i><i>AI and analytics embedded in HR systems will enable real-time collection of data on career development programmes and sentiment analysis and provide holistic insights to suitable career pathways as well as right talent for sharing with managers for decision making</i> |
| <ul style="list-style-type: none">Guide line managers on managing talent exits | <ul style="list-style-type: none">Guide design of offboarding and talent transition experiences and maintain purposeful relationships with alumni network | <ul style="list-style-type: none"><i>AI-enabled software will enable real-time monitoring of social media platforms to provide alerts on job status updates of alumni network or high-potential talent</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 |
|--|---|
| Strategic Business and HR Advisory | Guide the business and recommend talent solutions in accordance to insights obtained from data analytics in alignment to business needs and overall talent strategies |
| Talent Experience Management | Develop solutions to enhance talent experience for different talent personas across the talent lifecycle |
| Technology-driven Talent Assessment Strategy | Integrate technology solutions to enhance talent sourcing and assessment processes to meet identified specific talent requirements for the business |
| Work Architecture and Job Redesign | Facilitate the optimisation and restructuring of work activities in the business and implement strategic workforce plans and job redesign initiatives to optimise human-machine collaboration |
| Omni-channel Communication | Drive use of relevant communication touchpoints suitable for diverse groups of talent ensuring consistency of talent experiences across the platforms |

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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 become the **master talent builder** for the business, reinventing and redesigning jobs through the work architecture. The role will be embedded deeper within the business, playing a **key consultative role** to drive and influence business decisions and drive competitive advantage. There will be a **continued focus on personalised talent experiences and strategies** to meet demands from multi-generational workforce. The role will also be an **advocate for the broader talent ecosystem**, ensuring rights and perspectives of talent are balanced against competing business priorities.