



Manager, Learning


Job Family:
Learning


Impact level:
Medium





- The role will focus on developing a **digital learning strategy** for reskilling / upskilling of talent based on future business requirements, with an emphasis on designing **personalised learning journeys**.
- Deliver personalised learning journeys through best-in-class **content curation** and **on-demand** and **bite-sized** learning delivery to enable high quality **user experience** for **diverse groups of talent**.

 Mobile Applications

 Social Media

 Cloud Technology

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Developing Learning Strategy		
<ul style="list-style-type: none">▪ Implement and conduct learning needs analysis to assess areas of development in alignment to business goals	<ul style="list-style-type: none">▪ Identify emerging skills for the future through industry research and evaluate skills gaps for the organisation▪ Lead the development and implementation of skills assessment across the organisation to assess future needs	<ul style="list-style-type: none">▪ <i>Mobile applications can enable the assessment of skills at individual levels</i>▪ <i>AI & Data Analytics will be used to identify emerging skills and also to analyse internal talent profiles to assess the gaps</i>
<ul style="list-style-type: none">▪ Develop learning and development strategy and plan to improve overall workforce capabilities▪ Formulate plans to develop current and future roles and promote lifelong learning	<ul style="list-style-type: none">▪ Develop learning and development strategy with a focus on the digital learning strategy and design of personalised learning pathways for diverse talent groups to enable self-directed learning▪ Evaluate digital learning solutions based on their content quality, user experience, automated analytics capabilities and integration compatibility with the organisation's platforms▪ [NEW] Plan and execute innovative partnerships with education institutions, industry and professional bodies to develop critical skills for the workforce (e.g. through signature programmes, talent exchange, alliances)	<ul style="list-style-type: none">▪ <i>Principles of design thinking and user experience design applied to the design of digital learning strategy to consider needs of diverse groups of talent</i>▪ <i>Mobile applications and communication devices with nudge mechanisms will enable the promotion of self-directed learning as well as enhance peer learning where talent can easily share experiences and learn from one another</i>
<ul style="list-style-type: none">▪ <i>Task does not exist in current role</i>	<ul style="list-style-type: none">▪ [NEW] Drive interest in learning and effective development by leading the development of communities of practice and other innovative initiatives such as peer learning and blended learning	<ul style="list-style-type: none">▪ <i>In-depth knowledge of learning needs and solutions to deliver impactful learning experiences via an integrated, on-demand learning platform will enhance talent interest for development</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Curating Learning Content		
<ul style="list-style-type: none"> Develop suitable curricula for learning and development Identify skills and competencies and determine proficiency indicators that will guide learning and development 	<ul style="list-style-type: none"> [NEW] Curate learning content and identify suitable learning courses that address future business needs and skills development [NEW] Drive self-directed learning through developing personalised, bite-sized, on-demand content in collaboration with content designers to motivate and empower talent in meeting own learning needs 	<ul style="list-style-type: none"> <i>AI-enabled content curation technologies and applications will enable quick shortlisting of existing learning content that are continuously updated in real-time</i> <i>Technology platforms and vendors with innovative learning solutions such as Augmented Reality / Virtual Reality, etc. will enable personalised learning options for talent</i> <i>Mobile applications embedded with AI and nudge mechanism will enable the promotion of relevant learning courses to individual talent based on their needs in alignment to achieving business outcomes</i>
<ul style="list-style-type: none"> Identify and evaluate areas of improvement based on feedback regarding learning programmes 	<ul style="list-style-type: none"> Identify and evaluate areas of improvement based on feedback to enhance learning content iteratively and ensure personalised learning content and delivery 	<ul style="list-style-type: none"> <i>AI embedded in Learning Management Systems will provide real-time collection of feedback on learning experiences</i>
Delivering Personalised Delivery and Learning Experience		
<ul style="list-style-type: none"> Deliver content through innovative and creative training delivery to increase effectiveness of learning and development interventions 	<ul style="list-style-type: none"> [NEW] Deliver content through innovative and creative training delivery such as on-demand and bite-sized learning experiences for diverse talent groups Plan, communicate and coach talent on available learning and development resources through multiple platforms to address skill gaps and promote self-directed learning 	<ul style="list-style-type: none"> <i>Social media and mobile applications will enhance training delivery for greater effectiveness</i> <i>Technology platforms equipped with feedback mechanisms will enable collection of real-time feedback on training delivery and allow for continuous improvement</i>
<ul style="list-style-type: none"> Analyse data metrics on learning to assess effectiveness and return on investments (ROI) of specific learning and development programmes 	<ul style="list-style-type: none"> Lead analysis to assess effectiveness of learning and development programmes through frequent and real-time feedback Analyse data metrics tracked via learning platforms to assess effectiveness and return on investments (ROI) of specific learning and development programmes on business outcomes [NEW] Lead analysis to measure the retention of knowledge across the different job roles and levels throughout the organisation 	<ul style="list-style-type: none"> <i>AI and analytics embedded in the systems will provide real-time collection of data on programmes and sentiment analysis which can be shared as feedback with managers and HR</i> <i>Analysis of feedback on programmes against business performance indicators over a period of time will help measure the effectiveness of learning and development programmes as well as knowledge retention</i>

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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
Self-Directed Learning	Advocate mindset change to influence talent to take initiative in diagnosing own learning needs, formulating learning goals and identifying resources for learning. Develop and run programmes to drive the behaviour change across the organisation
Learning and Development Strategy, Delivery and Experience	Curate learning content based on future business and talent needs to provide inputs for the organisation-wide learning roadmap. Identify the technology solutions (e.g. Learning Management System (LMS), augmented reality / virtual reality, etc.). Integrate technology with the learning and development strategy to deliver impactful learning experience, enable rapid upskilling and reskilling to build required capabilities
Design Thinking	Recommend innovative techniques and technologies to develop human-centred processes and programmes, and drive experimentation considering talent needs to enhance talent experience
Content Marketing Strategy	Implement differentiated marketing plans for learning content across diverse talent groups to enhance sign-up rates for learning and development programmes
User Experience / User Interface Design	Create user experience design concepts and flow charts, and collaborate with experts to drive the development of graphical user interfaces. Challenge the experts on limitations to drive best outcomes to align with the desired user experience
Sustainability and Digital Citizenship Governance	Implement learning plans and programmes to drive a positive impact on the environment, community, society, or economy as well as to educate talent on elements of corporate and digital citizenship risks and guidelines
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 continuously **identify critical skills** based on the understanding of the business objectives as well as the industry. There will be an increased emphasis on **delivery of content through innovative and experiential technologies** such as AR / VR. The role will enable **self-directed learning** and enhance the overall learning and development experience. Technologies such as AI and Content Platforms will allow the automation of **real-time updates** and **curation of learning content**. AI could also be leveraged to create new learning content based on **current and future user needs**.