



Associate, Learning and Organisation Development


Job Family:
Learning and Organisation Development


Impact level:
High





- The role will **support analysis of talent data** and execute **learning** and **organisation transformation activities**.
- Support **user testing** of the technology and communication tools for learning programmes.
- Conduct the **analysis of suitability** of learning content and **talent metrics on the effectiveness** of learning.
- Provide guidance to the talent on **usage of self-directed learning tools**.

 Mobile Applications

 Social Media

 Cloud Technology

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

Analysing Future Workforce Needs		
<ul style="list-style-type: none">Collate data gathered on competencies and gaps to identify areas of development	<ul style="list-style-type: none">[NEW] Conduct initial analysis of the external workforce to identify relevant skills needed in the future[NEW] Conduct initial analysis of skills required for the future to support the assessment of skills and capabilities gaps	<ul style="list-style-type: none"><i>AI and ML will automate much of data collation, cleaning and checking</i><i>AI-enabled technologies will enable the creation of customisable talent and performance datasets based on data from multiple sources such as performance management and talent feedback to perform analysis and provide actionable insights</i><i>Data analytics will be used to provide insights on skills and learning needs required in the future</i>
<ul style="list-style-type: none">Compute expenditure for required competencies to support prioritisation of learning programmes	<ul style="list-style-type: none">[NEW] Provide preliminary observations on prioritisation of future skills and learning programmes through analysis of skills gaps against workforce trends and business metrics	<ul style="list-style-type: none"><i>AI-enabled analytics on market and workforce trends will help predict emerging critical competencies needed</i>
Analysing Learning and Change Programmes		
<ul style="list-style-type: none">Maintain database for learning content and make edits where necessary	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>AI-enabled content curation technologies and applications enable continuous update of existing learning content in real-time</i>
<ul style="list-style-type: none">Source vendors for conducting the learning programmes	<ul style="list-style-type: none">Evaluate and shortlist vendors for the conduct of learning programmes in meeting talent and business needs	<ul style="list-style-type: none"><i>AI-enabled systems will automate sourcing process to identify possible vendors for the delivery of required learning programmes</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Administer user experience tests on the effectiveness of learning and change management communications and record specifications based on results[NEW] Conduct initial analysis on suitability of learning programme content against talent metrics (e.g. learning usage and adoption, talent performance) to assess effectiveness of learning programmes	<ul style="list-style-type: none"><i>Data analytics of user test data will be used to optimise learning and change the experience to address talent needs</i><i>Learning Management Systems will regularly capture and analyse data on the effectiveness of the learning interventions</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Supporting Personalised Programmes Delivery		
<ul style="list-style-type: none">Maintain communication channels for learning programmes and send instructions and reminders to talent	<ul style="list-style-type: none">Maintain communication channels for learning and change management activities to ensure consistency in communication across diverse talent groups and the broader talent ecosystem[NEW] Provide information in the usage of technological tools to enable and support self-directed learning for talent	<ul style="list-style-type: none"><i>Mobile applications will enable continuous engagement across diverse talent groups while serving as a platform to collect data on change management initiatives</i><i>Mobile applications will automatically push reminders and notifications of learning programmes, allowing talent to self-direct their learning</i>
<ul style="list-style-type: none">Evaluate survey findings to generate learning and post-learning reports	<ul style="list-style-type: none">[NEW] Conduct initial analysis of the impact and effectiveness of learning and development and change management programmes based on real-time feedback to provide initial insights	<ul style="list-style-type: none"><i>Mobile applications and communication platforms will provide talent opportunities to provide frequent and real-time feedback</i><i>Data analysis of feedback on programmes against business performance indicators will provide insights to track effectiveness of programmes</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
Self-Directed Learning	Assist talent to initiate self-directed learning and guide the talent on processes related to diagnosing own learning needs, formulating learning goals and identifying resources for learning
Learning and Development Strategy, Delivery and Experience	Research on new technologies and approaches for enhancing the learning experiences. Provide information on the platforms to leverage for suitable learning content that is aligned to the future business and talent requirements
Organisation Transformation	Execute organisation transformation activities and support the analysis of industry workforce trends and technology disruptions
Workplace Culture and Change Management Advisory	Communicate key elements of organisational culture through communication channels to support workplace culture alignment
Design Thinking	Identify potential opportunities to enhance talent experience based on understanding of talent needs and support development of new human-centred ideas and approaches
Content Marketing Strategy	Create appropriate materials to present and increase awareness of learning programmes to diverse talent groups
User Experience / User Interface Design	Analyse user feedback to provide suggestions to the design of user interfaces, functionalities, information flows and graphical user interfaces
Omni-channel Communication	Research on relevant communication touchpoints and develop communications for consistent experience through various communication touchpoints for diverse groups of talent

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Future skills* for all HR associates

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

Focus areas	Descriptions
Business and Financial Acumen	Support talent initiatives by applying knowledge of business and basic financial indicators as well as workforce analytics
Data-driven Story Telling	Develop initial data-based findings and visualisations to support a clear and logical narrative
People Analytics	Conduct initial analysis of talent and business metrics, including intangible metrics, and support the development of predictive models to derive meaningful insights
Organisational Behaviour and Change Management	Support change management initiatives and communications to talent by guiding them on use of technology for real-time multidirectional engagement and helping to answer any specific queries regarding the change initiatives
Agile Mindset	Research on agile ways of working, structures and processes and provide inputs on ways of enhancing adaptability and collaboration within the organisation
HR Technology Adoption	Research the HR technology landscape to identify potential technologies to enhance the talent lifecycle
Relationships and Communication	Identify own emotional patterns and communication style to effectively work and communicate with stakeholders and support the execution of communication plans for relevant stakeholders
Progressive and Inclusive Workforce Policy Implementation	Support implementation and continuous feedback collection for workforce policies across diverse talent groups through technology tools and platforms

Beyond
three years

With the ease of data access through **cloud and automation technologies**, the role will focus on generating **data-driven insights** for **continuous improvement** of learning and organisation development programmes. There will be an increased emphasis on implementing learning content through **innovative and experiential technologies** such as AR / VR to **redefine the learning experience**.

e. Associate, Learning & Organisation Development

The Associate, Learning & Organisation Development, supports the administration of learning and organisation development initiatives. Their experience and skills enable transitions to the following roles within HR, as shown in Table 11.

The role has cross-functional skills in data analysis, problem solving, and stakeholder engagement 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 12 below.

Table 11: Transitions within HR for Associate, Learning & Organisation Development

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Learning & Organisation Development	Talent Development Associate	<ul style="list-style-type: none"> Learning and Development Strategy Sustainability and Digital Citizenship Governance
	Performance and Rewards Associate	<ul style="list-style-type: none"> Continuous Performance Management Technology-driven Evaluation and Levelling
	HR Experience Specialist	<ul style="list-style-type: none"> Talent Journey Mapping Talent Experience Management

Table 12: Transitions outside HR for Associate, Learning & Organisation Development

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Learning & Organisation Development	Data Associate / Analyst	<ul style="list-style-type: none"> Market Research Customer Relationship Management (CRM) System
	Marketing Associate	<ul style="list-style-type: none"> Social Media Management Campaign Planning
	Associate Management Consultant	<ul style="list-style-type: none"> Business Development Market Research

Cross-functional Skills

- Data Analysis
- Problem Solving
- Stakeholder Engagement

Success Stories

SingTel

A 65-year old learns how to code

Valerie Yeong-Tan, a member of the Learning and Development team at Singtel, was 65 years old when she created her first bot in just 6 days.

With no prior software development experience, Valerie had learnt how to make bots through training sessions organised by the company. Named 'Valbot', the bot now helps Valerie to generate over 50 reports in just 12 minutes as compared to Valerie spending 4.5 hours in the past. Her stakeholders are also able to

receive quality reports 10 days earlier partially due to the elimination of human errors. Valerie is now using her new-found skills to automate other repetitive work processes such as preparing budgets.



Oversea-Chinese Banking Corporation (OCBC Bank)

From L&D Admin to LearnTech & Ops

With the launch of the Campus on Cloud, the first digital pilot projects aimed at reskilling and upskilling employees at OCBC, the job of the L&D team transformed significantly. The transition to a cloud system went hand in hand with the digital transformation of the department. The L&D team took about a year to upskill and learn the functionalities of the system as well as explore and fine tune processes through feedback from employees. With the transition, the work processes of the L&D team were more data-driven, and focused on data processing system analytics.

Yufang, who had initially joined the team as an L&D Admin Officer and used to spend a lot of her time in collection and processing of enrolment and attendance data manually, now, primarily specialises in high-touch programme management and digital tech support.

The digital transformation in the department has given her opportunities to develop her skills and knowledge on the job, improving her career development and personal growth. She now spends less time in administrative work and is able to provide consultation to employees on learning programmes and system functionalities. "Now, things are very different, since I have to take on tech functions like back-end testing for curriculum roll-out," she adds. Since the implementation of Campus on Cloud, 13 processes have been digitalised and streamlined providing an achievement of \$68,000 savings due to the efficiencies gained.

