

Executive, Learning and Organisation Development


Job Family:  
Learning and Organisation Development

Impact level:  
Medium



- The role will focus on analysis and assessment of current skills and assist to **identify future skills and learning needs** as well as measure progress of **organisation transformation initiatives**.
- Support in **content curation** and identifying suitable delivery of learning programmes through technology.
- Conduct user experience tests for learning programmes** and support the assessment of training effectiveness.

 Mobile Applications

 Social Media

 Cloud Technology

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Analysing Future Workforce Needs		
<ul style="list-style-type: none"><li>Analyse data gathered on competencies and gaps to identify areas of development</li></ul>	<ul style="list-style-type: none"><li>Conduct <b>skills assessment</b> across the organisation to support the identification skills gaps and <b>competency levels</b> as well as <b>critical skills needed</b></li><li><b>[NEW]</b> Conduct <b>analysis of the external workforce</b> and identify emerging skills needed in the future to meet business needs</li></ul>	<ul style="list-style-type: none"><li><i>Data analytics will be used to provide insights on skills and learning needs required in the future</i></li><li><i>AI &amp; data analytics will be used to identify emerging skills and analyse internal talent profiles to assess the gaps</i></li></ul>
<ul style="list-style-type: none"><li>Analyse business impact of learning investments to prioritise learning needs</li></ul>	<ul style="list-style-type: none"><li><b>[NEW]</b> Conduct analysis to identify <b>impact of workforce trends on talent demands</b> and provide suitable recommendations on future needs</li></ul>	<ul style="list-style-type: none"><li><i>AI-enabled analytics on market data, and workforce trends will help predict future workforce demands and organisation structure for achieving business outcomes</i></li></ul>
Analysing Learning and Change Programmes		
<ul style="list-style-type: none"><li>Update learning content used in internal trainings</li></ul>	<ul style="list-style-type: none"><li><b>Coordinate with content designers</b> to identify suitable learning content for the development of skills of talent</li></ul>	<ul style="list-style-type: none"><li><i>Application of design thinking will help to create an optimal learning experience that to address learning needs for diverse talent groups</i></li></ul>
<ul style="list-style-type: none"><li>Liaise with trainers and vendors for scheduling and conducting learning programmes</li></ul>	<ul style="list-style-type: none"><li><b>Negotiate</b> with trainers and vendors to manage <b>non-routine</b> scheduling and conduct of learning programmes</li></ul>	<ul style="list-style-type: none"><li><i>Learning Management Systems will allow trainers and vendors to schedule and conduct learning programmes, with minimal HR intervention</i></li></ul>
<ul style="list-style-type: none"><li>Analyse learning programme content and trainers for their suitability to meet learning needs</li></ul>	<ul style="list-style-type: none"><li><b>[NEW]</b> Conduct and guide <b>user experience tests</b> to understand the effectiveness of learning and change management communications</li><li>Guide the analysis on the suitability of learning programme content and trainers against <b>talent metrics</b> (e.g. learning usage and adoption, talent performance) to assess effectiveness of learning programmes in addressing skills gaps</li></ul>	<ul style="list-style-type: none"><li><i>Mobile applications will enable continuous collection of data and engagement across diverse talent groups as well as track success of learning and change initiatives</i></li><li><i>Learning Management Systems will regularly capture and analyse data on the effectiveness of the learning interventions as well as quality and relevance of off-the-shelf learning programmes</i></li></ul>
<ul style="list-style-type: none"><li>Task does not exist in current role</li></ul>	<ul style="list-style-type: none"><li><b>[NEW]</b> Facilitate training for managers on <b>identification and development of competencies</b> in talent</li></ul>	<ul style="list-style-type: none"><li><i>Learning Management Systems will allow training to be attended on-demand</i></li></ul>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Supporting Personalised Programmes Delivery		
<ul style="list-style-type: none"><li>Communicate schedules for learning programmes and objectives with the talent</li></ul>	<ul style="list-style-type: none"><li>Develop information to communicate learning and change management programmes and opportunities to <b>diverse talent groups</b> and the <b>broader talent ecosystem</b> using <b>technological platforms</b></li><li><b>[NEW]</b> Develop user-guides and communication materials for talent to promote the use of <b>self-directed learning tools</b> across <b>diverse talent groups</b></li></ul>	<ul style="list-style-type: none"><li><i>Social media, chatbots and mobile applications coupled with proactive nudging will enable delivery of programmes for change management</i></li><li><i>Mobile applications will automatically push reminders and notifications of learning programmes, allowing talent to self-direct their learning</i></li></ul>
<ul style="list-style-type: none"><li>Analyse talent participation rates, evaluation scores, and effectiveness of learning programmes</li></ul>	<ul style="list-style-type: none"><li>Analyse and measure the <b>impact</b> and effectiveness of learning and development and <b>change management</b> programmes based on real-time feedback</li></ul>	<ul style="list-style-type: none"><li><i>Mobile applications and communication platforms will enable the collection of real-time feedback</i></li><li><i>Data analysis of feedback on programmes against business performance indicators will provide insights on the effectiveness of programmes</i></li></ul>

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	Implement initiatives to support talent to initiate self-directed learning including diagnosing own learning needs, formulating learning goals and identifying resources for learning
Learning and Development Strategy, Delivery and Experience	Collaborate with content designers and business to identify relevant learning content for the development of required future capabilities. Support the implementation of technology solutions to enhance learning experience
Organisation Transformation	Lead execution of organisation transformation activities that impact organisation structures, processes and behaviours. Analyse industry trends on workforce and technology disruptions to provide inputs for industry trends
Workplace Culture and Change Management Advisory	Promote desired organisational culture during interactions and collaboration with talent to implement workplace culture alignment
Design Thinking	Research new ideas taking into consideration talent needs and help to develop new human-centred initiatives that can be quickly tested and implemented to enhance talent experience
Content Marketing Strategy	Promote relevant learning content to talent and increase visibility of learning and development programmes through differentiated initiatives such as supplementary learning resources, target materials and encourage active participation for diverse talent groups
User Experience / User Interface Design	Recommend requirements for functionalities, information flows and graphical user interfaces to achieve desired user experience
Omni-channel Communication	Identify the relevant communication touchpoints for diverse groups of talent and review communications to ensure consistency of talent experience across platforms

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### Future skills\* for all HR executives

\* 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 execution of talent initiatives by applying knowledge of business drivers, financial indicators, workforce analytics and the impact on business outcomes
Data-driven Story Telling	Guide and review the data-based insights and visualisations and provide inputs for narrative to influence talent-related decision-making process
People Analytics	Apply data mining and analytics techniques to analyse linkages between talent and business metrics, including intangible metrics. Use insights from predictive models to identify impact of talent programmes on the business
Organisational Behaviour and Change Management	Apply understanding of psychological, social and cultural drivers to guide talent towards desired change and apply use of technology and nudges to influence behaviours
Agile Mindset	Execute initiatives that promote agile ways of working, structures and processes which enhance adaptability and collaboration among talent. Provide inputs for improvement based on feedback as well as external research
HR Technology Adoption	Analyse existing processes to identify inefficiencies as well as gaps in talent experience and shortlist possible technology solutions to enhance the processes and experiences across the talent lifecycle
Relationships and Communication	Collaborate with stakeholders and display sensitivity to their needs, and lead the execution of communication plans across relevant stakeholders
Progressive and Inclusive Workforce Policy Implementation	Collaborate with the business to implement inclusive workforce policies and legislations relevant for diverse talent groups based on data-driven insights and review feedback

### Beyond three years

With automation and AI-driven technology, the role will focus on developing insights regarding the **effectiveness of various learning and change management programmes** in the organisation. The role will value-add by **conducting deeper analysis** and **recommending actionable insights** on learning and organisational development. There will be an increased emphasis on implementing learning content through **innovative and experiential technologies** such as AR / VR to **redefine the learning experience**.