







Associate, Performance and Rewards

Job Family:
Performance and Rewards

Impact level:
High



- The role will support the delivery of **personalised** and **bite-sized** communications to educate talent groups for **agile**, **personalised**, **differentiated** and **flexible rewards** and **benefits** as well as **continuous performance management**.
- Support research and testing of **technology applications** to deliver required talent experiences.
- Greater use of **data analytics** to support the testing of hypotheses and derive insights.

 Data Analytics Cloud Technology Artificial Intelligence (AI) & Machine Learning (ML) Mobile Applications Robotic Process Automation (RPA)

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Implement Continuous Performance Management		
<ul style="list-style-type: none">Inform employees on performance review cycles and timelines and respond to enquires	<ul style="list-style-type: none">Assist in delivering personalised and bite-sized communication on continuous performance reviewsSupport the resolution of complex queries related to performance management	<ul style="list-style-type: none"><i>Enterprise platforms or mobile applications will be used to deliver segmented / personalised communications</i><i>Mobile applications with nudging capabilities will send alerts / reminders to talent and managers for performance management process as well as benefits initiatives</i><i>AI-powered chatbots will serve as a first-level support to handle basic queries</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Support research initiatives to identify possible technologies to enhance performance management process[NEW] Assist in conducting user acceptance test to ensure delivery of required talent experiences in the performance management process	<ul style="list-style-type: none"><i>AI and machine learning will be used to provide insights on talent experiences</i><i>Sentiment analysis will analyse talent feedback</i>
<ul style="list-style-type: none">Generate performance management reports to provide status updates	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>RPA, AI-powered systems, and machine learning will be used to automate report generation</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Support the analysis of performance and productivity metrics to test hypothesis and derive initial insights on the effectiveness of performance management system	<ul style="list-style-type: none"><i>Integrated systems, AI, and advanced data analytics will enable generation of insights to optimise performance management framework</i>
Implement Agile Compensation & Benefits		
<ul style="list-style-type: none">Consolidate information on industry compensation and benefits (C&B) practices	<ul style="list-style-type: none">Conduct analysis of industry C&B practices to suggest innovative practices such as pay for performance, flexible rewards programme, and customised compensation that address business issues	<ul style="list-style-type: none"><i>AI-powered systems and machine learning algorithms such as python scripts and web-crawling will augment the identification of industry C&B practices by mining data sources and combine with data analytics to provide insights on C&B practices that will meet business and talent needs</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
<ul style="list-style-type: none">Gather employee data and feedback on benefits schemes	<ul style="list-style-type: none">[NEW] Analyse talent data and feedback to understand the needs and preferences across talent groups as well as obtain insights to benefits take-up rates and consumption behaviours	<ul style="list-style-type: none"><i>RPA will automate the collection and collation of data across HR systems</i><i>Data analytics of talent data and feedback will be used to optimise benefits practices and enhance take-up rates</i>
<ul style="list-style-type: none">Source for external vendors to deliver benefits programmes	<ul style="list-style-type: none">[NEW] Support the curation of holistic benefits and wellness programmes that meet needs of talent groups	<ul style="list-style-type: none"><i>AI-powered systems will automate sourcing process to shortlist possible vendors for the delivery of required benefits and wellness programmes</i>
Administer Compensation & Benefits		
<ul style="list-style-type: none">Generate reports on payroll, employee contributions, annual salary, benefit claims etc.	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>RPA, AI-powered systems and machine learning will be used to automate report generation</i>
<ul style="list-style-type: none">Administer compensation reimbursement based on employee submissions	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>RPA, AI-powered systems and machine learning will be used to automate reimbursement process</i>
<ul style="list-style-type: none">Respond to employee queries on C&B matters	<ul style="list-style-type: none">Support the resolution of complex queries on C&B matters	<ul style="list-style-type: none"><i>AI-powered chatbots will serve as a first-level support to handle basic queries</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
Continuous Performance Management	Deliver communication on continuous performance management processes through communication platforms to encourage ongoing performance review for agile team structures and diverse talent groups
Agile and Personalised Pay Philosophy and Structures	Research on industry compensation practices to identify new practices (e.g. pay for performance, elements of skills-based pay, customised compensation) for diverse talent groups
Technology-driven Evaluation and Levelling	Apply the concepts of job evaluation and levelling to scope of work or tasks of redesigned jobs through data-driven insights
Behavioural Drivers	Analyse talent data and feedback to understand behavioural levers and pay elements that affect talent to support enhancement of compensation and benefits initiatives

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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

The role will continue supporting the communication of **continuous performance management** and **agile compensation and benefits frameworks**. There will be an increased focus on **data analytics** to test hypothesis and derive insights to guide business decisions on productivity improvements.

g. Associate, Performance & Rewards

The Associate Performance & Rewards supports the administration of performance management and compensation reimbursements. Their experience and skills enable transitions to the following roles within HR, as shown in Table 15.

The role has cross-functional skills in database administration, data analysis, and market research 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 16 below.

Table 15: Transitions within HR for Associate, Performance & Rewards

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Performance & Rewards	HR Business Partner	<ul style="list-style-type: none"> Strategic Business Advisory Work Architecture and Job Redesign
	Talent Management Associate	<ul style="list-style-type: none"> Career Journey Design Succession Planning

Table 16: Transitions outside HR for Associate, Performance & Rewards

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Performance & Rewards	Project Analyst / Project Associate	<ul style="list-style-type: none"> Event Planning / Management Contract Management
	Digital Marketing / Brand Associate	<ul style="list-style-type: none"> Customer Segmentation Search Engine Marketing
	Performance Analyst	<ul style="list-style-type: none"> Financial Modelling Process Reengineering
Cross-functional Skills <ul style="list-style-type: none"> Database Administration Data Analysis Market Research 		