Executive, Performance and Rewards

Job Family:

Performance and Rewards

Impact level:

High

- The role will support the implementation of **continuous performance management** and development of **personalised** and **bite-sized communications** to educate talent groups.
- Support the implementation of **agile**, **personalised**, **differentiated** and **flexible rewards** and **benefits** framework.
- Conduct research and testing of **technology applications** to deliver required talent experiences.
- Use **data analytics** to test hypotheses on performance and productivity.

| 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		
Develop communications to inform talent about performance review cycles	Support the development of **personalised and bite-sized** communications and alerts on continuous performance reviews	*Mobile applications with nudging capabilities will send alerts / reminders to talent and managers for performance management processes*
Gather feedback on effectiveness of performance management programmes	**[NEW]** Analyse talent feedback and **suggest solutions** to address gaps in performance management programmes	*RPA and AI-powered systems will collect data on talent experiences*
Task does not exist in current role	**[NEW]** Conduct **research** on technologies to provide suggestions that enhance performance management process **[NEW]** Conduct **user acceptance test** to ensure delivery of required talent experiences for performance management systems	*AI and machine learning will be used to provide insights on talent experiences* *Sentiment analysis will analyse talent feedback*
Task does not exist in current role	**[NEW]** **Analyse** performance and productivity metrics to **test hypothesis** and derive in-depth insights on the effectiveness of performance management systems	*Integrated systems, AI and advanced data analytics will correlate performance management and productivity metrics to enable optimisation of performance management framework such as calibration of performance reviews across different departments*
Document action plans and assessment results for poor performers	*Task substituted by technology*	*RPA, AI-powered systems and machine learning will automate the documentation process*
Implement Agile Compensation & Benefits		
Benchmark compensation and benefits (C&B) programmes against industry practices	**[NEW]** Articulate to talent the rationale and objectives of **new C&B practices** such as variable pay mechanisms, skills-based pay, and holistic benefits and wellness programmes **[NEW]** Create **customised C&B benchmarks** that provide segmented comparisons and analysis of pay equity for various talent groups	*AI-powered systems and machine learning algorithms will generate real-time deep level comparisons of salaries for talent groups to address compensation gaps and ensure fairness and equity*

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
▪ Conduct job analysis and evaluations to propose employees' job size	▪ **[NEW]** Articulate to talent the rationale and methodology for innovative job evaluation and benchmarking approaches ▪ Leverage **technology** to apply job evaluation and benchmarking methodology to assess the job size in an agile manner, considering the **broader talent ecosystem**	▪ *AI-enabled job evaluation systems and machine learning algorithm applied with knowledge of job evaluation and benchmarking approaches / methodology will enhance job evaluations for diverse groups of talent*
▪ Formulate communications on C&B policies and programmes	▪ Support development of **personalised and bite-sized communications** such as games or C&B quizzes to educate talent on C&B programmes and encourage take-up	▪ *Enterprise platforms or mobile applications will be used to deliver segmented / personalised communications*

Administer Compensation & Benefits

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
▪ Check accuracy of data in reports (e.g. payroll, employee contribution, annual salary reports)	▪ *Task substituted by technology*	▪ *RPA, AI-powered systems and machine learning will be used to automate report generation and ensure accuracy of data*
▪ Verify validity / accuracy of employees' claim submissions	▪ *Task substituted by technology*	▪ *RPA, AI-powered systems and machine learning will be used to automate verification of claims*
▪ Develop frequently asked questions (FAQs) and responses on C&B matters	▪ Provide **tailored responses to complex questions** on C&B matters for diverse groups of talent	▪ *AI-powered chatbots will serve as a first-level support to handle basic queries*

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	Implement continuous performance management processes through communication platforms to enable ongoing performance review for agile team structures and diverse talent groups
Agile and Personalised Pay Philosophy and Structures	Identify the new compensation practices (e.g. pay for performance, elements of skills-based pay, customised compensation) that will be suitable for the business, by leveraging data-driven insights to address business needs for diverse talent groups
Technology-driven Evaluation and Levelling	Conduct job evaluation and levelling process by leveraging data-driven insight to evaluate scope of work or tasks of redesigned jobs
Behavioural Drivers	Leverage understanding of the principles of behavioural levers and pay elements to implement enhancement initiatives for compensation and benefits programmes

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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

The role will continue to support the enhancements for continuous **performance management** and **agile compensation and benefits frameworks**. There will be an increased focus on analysing behaviours **and productivity** to guide business decisions on productivity improvements.

f.   Executive, Performance & Rewards

The Executive, Performance & Rewards, supports the implementation of performance management and conducts job evaluation exercises. Their experience and skills enable transitions to the following roles within HR, as shown in Table 13.

The role has cross-functional skills in project management, 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 14 below.

Table 13: Transitions within HR for Executive, Performance & Rewards

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive, Performance & Rewards	**HR Business Partner**	▪ Strategic Business Advisory ▪ Work Architecture and Job Redesign
	Talent Management Executive	▪ Career Journey Design ▪ Succession Planning

Table 14: Transitions outside HR for Executive, Performance & Rewards

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive, Performance & Rewards	**Business Intelligence Executive**	▪ Enterprise Resource Planning ▪ System Integration
	Digital Marketing Executive	▪ Social Media Marketing ▪ Content Creation
Cross-functional Skills		
▪ Business Strategy / Analysis ▪ Data Analysis	▪ Market Research	