



Head, Performance and Rewards


Job Family:
Performance and Rewards


Impact level:
Medium





- The role will have increased focus on the design of **agile, personalised, differentiated and flexible** rewards framework.
- Guide the development of a continuous performance management framework to incorporate **real-time, frequent and multi-sourced** feedback.
- Greater use of **data analytics and AI-based algorithms** to guide refinements of performance and rewards frameworks.
- Use **technologies for delivery** of differentiated and personalised rewards and multi-sourced performance management feedback.

 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
Design of Continuous Performance Management		
<ul style="list-style-type: none">▪ Guide the development of performance management strategy and framework▪ Drive implementation and adoption of performance management framework and systems	<ul style="list-style-type: none">▪ Guide the development of performance management strategy and framework to account for real-time, frequent, and multi-sourced feedback▪ Drive the implementation and adoption of continuous performance management framework and systems	<ul style="list-style-type: none">▪ <i>Cloud-based platforms and mobile applications will enable the collection of real-time, frequent, and multi-sourced feedback</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>
<ul style="list-style-type: none">▪ Engage business to understand strategy and co-develop organisation-wide key performance indicators (KPIs)	<ul style="list-style-type: none">▪ Engage business to co-develop organisation-wide strategic key performance indicators (KPIs) by leveraging data-driven insights	<ul style="list-style-type: none">▪ <i>Advanced data analytics will enable generation of real-time reports and insights on business performance</i>
<ul style="list-style-type: none">▪ Coach senior leaders to manage staff's performance	<ul style="list-style-type: none">▪ Coach senior leaders in managing talent performance through use of data-driven insights	<ul style="list-style-type: none">▪ <i>Sentiment analysis and data analytics will provide insights on performance data</i>
<ul style="list-style-type: none">▪ <i>Task does not exist in current role</i>	<ul style="list-style-type: none">▪ [NEW] Develop linkages between performance data and business outcomes and draw insights to enhance productivity	<ul style="list-style-type: none">▪ <i>Machine learning compensation AI enables automatic generation of visuals of HR, C&B metrics and linking talent and business performances</i>▪ <i>Advanced data analytics will generate insights and establish linkages between performance data and business outcomes</i>
Design of Agile Rewards and Recognition		
<ul style="list-style-type: none">▪ Design compensation strategies and framework aligned to the organisation's needs▪ Drive the implementation and adoption of compensation frameworks	<ul style="list-style-type: none">▪ Design agile, personalised, differentiated and flexible rewards and recognition frameworks aligned to the organisation's needs▪ Drive the implementation and adoption of agile compensation frameworks to reward and recognise diverse talent groups across the broader talent ecosystem such as elements of skills-based pay, discount programmes	<ul style="list-style-type: none">▪ <i>AI-powered systems combined with sentiment analysis will offer insights on salaries and pay mechanisms as well as talent sentiments on rewards and recognition programmes to guide decisions</i>▪ <i>Interactive analytics platform embedded with AI and machine learning algorithms will analyse real-time skills data to calculate granular valuations of skills and their impact on pay</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
<ul style="list-style-type: none"> Guide translation of compensation philosophy into the compensation framework 	<ul style="list-style-type: none"> Develop job evaluation and benchmarking strategies that allow flexibility and differentiation of rewards and recognition programmes of the organisation for diverse talent groups and the broader talent ecosystem [NEW] Develop executive compensation philosophy for the rewards and recognition of senior leaders taking into consideration diversity and inclusion, and pay equity 	<ul style="list-style-type: none"> <i>AI-enabled systems will enhance job evaluations for diverse groups of talent</i> <i>AI-powered systems will generate real-time deep level comparisons of salaries for senior leaders to ensure fairness and equity</i> <i>Interactive analytics platform embedded with AI and machine learning algorithms will analyse real-time skills data to calculate granular valuations of skills and their impact on pay</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Guide analyses that use intangibles such as talent sentiments and behavioural economics to evaluate the impact of rewards on attraction, motivation, and retention 	<ul style="list-style-type: none"> <i>Sentiment analysis will provide insights on satisfaction with new frameworks and policies to make improvements</i> <i>Data analytics will generate insights to understand linkages between rewards and motivation / productivity</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Oversee governance strategies for compensation disclosure requirements, advocating greater transparency in remuneration practices by providing advice to senior leaders 	<ul style="list-style-type: none"> <i>AI-power systems will facilitate data collation, analysis, and tracking of variable compensation pay-out versus performance</i>
Design of Benefits and Wellness Management		
<ul style="list-style-type: none"> Design benefits policies / programmes to be aligned with employer brand and employee value proposition while keeping within the budget 	<ul style="list-style-type: none"> Develop strategy for the design of holistic benefits and wellness policies and programmes that integrates technology and offer diverse talent groups greater flexibility and personalisation while keeping within budget 	<ul style="list-style-type: none"> <i>Technology such as mobile applications will allow personalisation as well as ease of access to benefits and wellness programmes</i>
<ul style="list-style-type: none"> Secure stakeholders' commitment / investment for programmes 	<ul style="list-style-type: none"> Synthesise data to articulate impact and effectiveness of benefits and wellness programmes to secure senior leaders' commitment and investment 	<ul style="list-style-type: none"> <i>Sentiment analysis will analyse feedback and provide insights on experience and satisfaction of diverse talent groups with the benefits and wellness programmes</i> <i>AI and advanced analytics will help to determine benefits and wellness programme effectiveness and Return on Investment (ROI)</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Leverage behavioural drivers to promote the usage of benefit and wellness programmes 	<ul style="list-style-type: none"> <i>Data analysis of talent data, sentiments, and feedback will provide insights on experience of diverse talent groups to optimise benefits practices and enhance take-up rates</i> <i>Behaviour tracking on mobile applications and user analytics will generate insights on benefits and wellness consumption patterns</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
Continuous Performance Management	Design continuous performance management strategy and framework to account for real-time feedback and spearhead continuous dialogues and ongoing performance review strategies for agile team structures and diverse talent groups
Agile and Personalised Pay Philosophy and Structures	Lead design and implementation of agile, personalised, and flexible pay philosophy and structures to enable flexible incentives and adaptability for compensation of diverse talent groups aligned to organisational needs
Technology-driven Evaluation and Levelling	Lead the development of an innovative approach with technology integration for evaluation and levelling of redesigned jobs
Behavioural Drivers	Provide thought leadership to shape and promote best practices within the organisation on the use of behavioural levers and pay elements to drive enhancement of compensation and benefits strategy
Compensation Governance	Establish compensation governance frameworks and strategies integrated with technology to enhance compliance with compensation disclosure requirement and promote transparency of compensation practices

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Future skills* for all HR heads

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

Focus areas	Descriptions
Business and Financial Acumen	Develop appropriate talent strategies by leveraging in-depth knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance. Consider key industry drivers and macro-economic trends when evaluating impact of talent strategies on workforce performance
Data-driven Story Telling	Guide the development of the business case and challenge business leaders through presentation of compelling narratives and data-based insights to secure buy-in for talent strategies and decisions
People Analytics	Strategise people analytics approach and tools (e.g. linkages of data metrics, analysis of intangible metrics and predictive modelling) to augment talent strategies and develop data-based talent programmes in the organisation
Organisational Behaviour and Change Management	Strategise organisational-level change and advocate use of technology to implement new change approaches such as real-time multidirectional engagement to influence desired change in individual and group behaviours
Agile Mindset	Develop strategies to drive agile ways of working as well as, structures and processes that allow speed and adaptability to react quickly to the changes in the external environment. Influence a mindset shift across the organisation to thrive and excel within a dynamic organisational culture
HR Technology Adoption	Provide thought leadership on HR service delivery model and technology integration that would elevate talent experience as well as drive the business and talent to attain organisational goals
Relationships and Communication	Pre-empt and proactively assess needs of diverse groups of stakeholders and develop communication strategy to continuously engage them, in order to attain desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Provide advisory and obtain buy-in from the business on inclusive and diverse workforce policies based on data-driven insights through analysis of talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to influence legislative changes across diverse talent groups

Beyond
three years

The role will continue to partner with business to **spearhead segmented / personalised approaches** for rewards and performance management frameworks. The role will explore innovative approaches such as peer-based and democratic salary increments to influence total rewards philosophy and develop a vibrant talent marketplace (including contingent workers). The role will **advocate greater transparency** on pay equity and other key **people governance metrics** for disclosures.