






Manager, Performance and Rewards

Job Family:
Performance and Rewards

Impact level:
Medium

- The role will have increased focus on the implementation of **agile, personalised, differentiated and flexible** rewards and benefits framework.
 - Design a continuous performance management framework, policies and processes to incorporate **real-time, frequent and multi-sourced feedback**.
 - Greater use of **data analytics and AI-based algorithms** for market benchmarking, review of pay increments as well as analysis of feedback.
 - Use of **technologies for delivery** of differentiated and personalised rewards and multi-sourced performance 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">▪ Develop performance management framework, policies, and processes	<ul style="list-style-type: none">▪ Develop performance management frameworks, policies and processes that include real-time, frequent and multi-sourced assessment and feedback▪ Develop the implementation plans for 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">▪ Deliver effective communications on performance management programmes	<ul style="list-style-type: none">▪ Develop personalised communication messages to engage diverse talent groups on the continuous performance management programme▪ [NEW] Collaborate with HRBPs to coach managers on having continuous dialogues and ongoing performance review with talent	<ul style="list-style-type: none">▪ <i>Enterprise platforms or mobile applications will deliver segmented / personalised communications with AI-powered chatbots serving as a first-level support to handle basic queries</i>
<ul style="list-style-type: none">▪ Monitor and evaluate the effectiveness of the performance management system	<ul style="list-style-type: none">▪ Evaluate the effectiveness of performance management system by analysing feedback and linking performance data to business outcomes	<ul style="list-style-type: none">▪ <i>RPA, AI-powered systems and machine learning will automate report generation</i>▪ <i>Sentiment analysis on talent sentiments and feedback gathered via internal platforms, will provide insights on talent experience with performance management framework for diverse talent groups</i>
Design of Agile Rewards and Recognition		
<ul style="list-style-type: none">▪ Conduct job evaluation and salary benchmarking to offer competitive compensation packages	<ul style="list-style-type: none">▪ Integrate and implement technology for job evaluation and benchmarking approaches to provide greater flexibility and differentiation of rewards and recognition for diverse talent groups and the broader talent ecosystem▪ [NEW] Develop agile, personalised, differentiated and flexible rewards, and recognition mechanisms such as elements of skills-based pay, incentive pay, and discount programmes	<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">▪ Communicate compensation policies and programmes and resolve issues / queries related to policies and procedures	<ul style="list-style-type: none">▪ Develop personalised communication toolkits and resolve disputes regarding compensation policies and programmes for diverse talent groups	<ul style="list-style-type: none">▪ <i>Enterprise platforms or mobile applications will deliver segmented / personalised communications with AI-powered chatbots serving as a first-level support to handle basic queries</i>

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<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Analyse the value of intangibles, such as talent sentiments and behavioural economics, to determine the impact of rewards on attraction, motivation, and retention	<ul style="list-style-type: none">Sentiment analysis will analyse feedback and provide insights on experience of diverse talent groupsData analytics will generate insights to understand linkages between rewards and motivation / productivity
<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Conduct audits on compensation data to ensure compliance to compensation disclosure requirements	<ul style="list-style-type: none">RPA, AI-powered systems and machine learning will detect possible anomalies and compliance issues
Design of Benefits and Wellness Management		
<ul style="list-style-type: none">Implement benefits including health and wellness programmes	<ul style="list-style-type: none">Implement flexible benefits and curate innovative and holistic wellness programmes that meet the needs of the broader talent ecosystemIntegrate technology that allows flexibility and personalisation of benefits and wellness programmes	<ul style="list-style-type: none">Sentiment analysis will analyse feedback and provide insights on experience of diverse talent groupsTechnology such as mobile applications will allow personalisation as well as ease of access to benefits and wellness programmes
<ul style="list-style-type: none">Inform talent about benefits and address issues / queries	<ul style="list-style-type: none">Develop personalised communication toolkits and resolve disputes regarding benefits and wellness programmes for diverse talent groups	<ul style="list-style-type: none">Enterprise platforms or mobile applications will deliver segmented / personalised communications with AI-powered chatbots serving as a first-level support to handle basic queries
<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Lead analysis of talent feedback, health data, behaviours, and benefits and wellness consumption patterns to introduce improvements and enhance take-up rates[NEW] Assess the impact of benefits and wellness programmes on overall health and wellness of talent	<ul style="list-style-type: none">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 ratesAI and advanced analytics will help to determine benefits and wellness programme effectiveness and ROI

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	Develop the process for implementation and adoption of continuous performance management framework through use of real-time feedback and communication platforms, and drive continuous dialogues and ongoing performance review for agile team structures and diverse talent groups
Agile and Personalised Pay Philosophy and Structures	Develop agile, personalised, and flexible pay philosophy and structures to enhance adaptability of the organisation for compensation of diverse talent groups
Technology-driven Evaluation and Levelling	Provide inputs to define new approaches and integrate technology for job evaluation and levelling of redesigned jobs
Behavioural Drivers	Integrate knowledge of behavioural levers and pay elements including psychological, cognitive, emotional, cultural and social factors on economic decision making to lead enhancement of compensation and benefits programmes
Compensation Governance	Implement integration of compensation governance frameworks with technology for enhancement of compliance with compensation disclosure requirement

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Future skills* for all HR managers

* 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 implementation of appropriate talent strategies based on the knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance
Data-driven Story Telling	Develop narratives from data-based insights to build a business case and influence stakeholders on talent strategies and decision making
People Analytics	Lead analysis of linkages between talent and business metrics, including intangible metrics. Guide the development of suitable predictive models based on talent agenda to enhance existing talent programmes and guide development of new talent solutions
Organisational Behaviour and Change Management	Execute organisation-level change programmes and deploy technology to implement new change management techniques to elicit desired behaviours
Agile Mindset	Implement strategies to facilitate agile ways of working by promoting collaboration and cross-functional work as well as structures and processes that are quickly adaptable to changes. Guide leaders to develop a mindset shift in talent towards a dynamic organisational culture
HR Technology Adoption	Evaluate and recommend relevant technology solutions to enhance efficiency and effectiveness across the talent lifecycle. Determine benefits of technology implementation for enhanced talent experience
Relationships and Communication	Build trust and rapport with stakeholders and implement communication plans and collaboratively work towards desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Evaluate existing workforce policies and legislations, and latest trends for diverse talent groups against talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to provide data-driven recommendations to the business for adoption of progressive and inclusive practices

Beyond three years

The role will continue to manage the implementation of **segmented / personalised approaches** for rewards and performance management frameworks and design **innovative programmes / incentives** to create a vibrant talent marketplace. There will be a greater emphasis on using other types of talent data beyond performance, e.g. organisation network analysis and sentiment analysis, to derive **deeper linkages** between behaviours and productivity.