Associate, Talent Management

Job Family:

Talent Management

Impact level:

High

- This role support personalised talent management activities and the design of self-directed talent journeys to allow talent to decide on their own development in the organisation.
- Maintain the organisation's skills repository and support analysis of talent data based on targeted organisational needs.
- Support communication on various talent management programmes to support a talent-centric culture within the organisation.

Data Analytics

Artificial Intelligence (AI) & Machine Learning (ML)

Social Robotics

Mobile Applications

Social Media

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Implementing Personalised Talent Management Practices		
- *Task does not exist in current role*	- **[NEW]** **Segment talent data** and provide initial scans on skills gaps based on business needs to support total talent management framework	- *Analysis of talent data taking into consideration business needs to enable relevant segmentation of talent data and provide initial findings on skills gaps*
- Execute talent management activities in accordance to talent management framework and policies	- Execute talent management activities to support **personalised and self-directed** talent journeys in accordance to total talent management framework and policies - Develop materials on personalised talent management processes to support self-directed talent journeys	- *Mobile applications will drive personalised communication with talent*
- Respond to queries relating to talent management and assessment	- *Task substituted by technology*	- *AI chatbots will automate the resolution of standard policy-related, process-related and procedural talent management enquires through personalised responses*
- *Task does not exist in current role*	- **[NEW]** Prepare **initial insights on talent management programmes** through analysis of real-time data from both HR and non-HR sources such as employee engagement scored, performance rating, business and financial performance etc.	- *Communication platforms such as mobile applications will become a main source of real-time feedback for talent management programmes*
- Document talent profiles identified for recruitment, retention and development within the organisation	- *Task substituted by technology*	- *AI and ML will automate documentation process, with minimal human intervention*
- *Task does not exist in current role*	- **[NEW]** Support creation of talent profiles by understanding **unique talent needs and personas**, leveraging data captured in the skills repository to support retention and development of top talent	- *AI and analytics embedded in systems will provide real-time capturing of targeted and robust data within skills repository and allow quick identification of talent profiles based on given parameters to provide a list of talent that meets the requirements*
- *Task does not exist in current role*	- **[NEW]** Engage with peer-level talent to identify talent needs and aspirations for **career coaching**	- *Cloud-based system will store relevant information on all talent profiles, enable quick updates to documentation and with AI and analytics embedded in the system, provide suitable deployment destinations for individual talent, which can be accessed across multiple geographical locations*

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
▪ Document talent profiles identified for recruitment, retention and development within the organisation	▪ *Task substituted by technology*	▪ *AI chatbots will automate the resolution of standard policy-related, process-related and procedural career management and development enquires*
▪ *Task does not exist in current role*	▪ **[NEW]** Develop skill-based career development reference materials to deliver information and support implementation of **personalised career development pathways**	▪ *Communication platforms such as mobile applications coupled with proactive nudging will enable delivery of personalised career development pathways*
Supporting Succession Planning Process		
▪ Extract succession profiles from system and prepare talent profiles of potential candidates to support decision-making	▪ Extract succession profiles and **provide initial assessment** of potential candidates against these profiles to support decision-making	▪ *Cloud-based platforms will host talent profiles of the entire workforce and allow quick comparison of talent capabilities against skills requirements in succession profiles*
▪ *Task does not exist in current role*	▪ **[NEW]** Identify parameters for consideration to generate a **shortlist of potential candidates** for critical roles within the organisation	▪ *Analysis of historical talent data and movements will provide insights on existing capability and skills gaps of potential successors*

Future skills* (Role-specific)

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

Focus areas	Descriptions
Personalised Talent Management	Analyse the diverse talent personas and provide inputs for differentiated talent management approaches and initiatives
Capability Assessment Framework	Support analysis of talent profiles and provide initial findings on capability gaps based on business needs
Career Journey Design	Support analysis of individual talent personas and provide inputs to support the development of career journey architecture
Succession Planning	Conduct comparison analysis between succession profiles and talent profiles to derive meaningful data-driven insights for the development of key talent

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Future skills* for all HR associates

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 support talent management initiatives to deliver **personalised career experiences** for talent across diverse groups within a **dynamic and agile organisation structure**. Technology such as AI will greatly augment the expectations on the role by automating more routine processes and allow it to focus on analysing talent capabilities and tasks to provide initial observations on potential fit within an agile organisation structure. Identification technology such as blockchain will be leveraged to create **dynamic and easy-to-access talent profiles** for each talent within the organisation that can be updated in **real-time** and enhance accuracy of talent profiling.

b.   Associate, Talent Management

The Associate, Talent Management, supports the implementation of transactional talent management activities. Their experience and skills enable transitions to the following roles within HR, as shown in Table 5.

The role has cross-functional skills in communications, stakeholder management, and time management 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 6 below.

Table 5: Transitions within HR for Associate, Talent Management

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Talent Management	**HR Business Partner Executive**	▪ Omni-channel Communications ▪ Technology-driven Talent Assessment Strategy
	Internal Recruiter	▪ Date-led Talent Acquisition ▪ Social Media and Talent Marketing Strategy
	HR Experience Specialist	▪ Talent Journey Mapping ▪ Continuous Listening Strategy

Table 6: Transitions outside HR for Associate, Talent Management

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Associate, Talent Management	**Associate, Change Management Consultant**	▪ Business Process Improvement ▪ Change Management
	Associate, Data Analyst	▪ Data Visualisation ▪ Data Warehousing
	Media Planning Associate	▪ Digital Marketing Strategy ▪ Search Engine Optimisation

Cross-functional Skills

▪ Communications

▪ Stakeholder Management

▪ Time Management