


Executive, Talent Management


Job Family:
Talent Management


Impact level:
Medium





- This role will focus on executing **personalised talent management activities** and introducing technology to support **self-directed talent journeys** within the organisation.
- Enhance understanding of **business needs** and implement talent management programmes for **diverse groups** of talent to meet business outcomes.
- Support the management of **central skills repository** and **conduct targeted analysis** on talent gaps based on organisation needs.
- Organisation wide communication of talent management programmes to support a **talent-centric culture** throughout 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		
<ul style="list-style-type: none">Support the development and implementation of talent management framework and toolkit to all talent	<ul style="list-style-type: none">Support development of total talent management framework and conduct data analysis based on demands of the businessSupport the implementation of personalised and self-directed talent management processes to meet business and talent needs	<ul style="list-style-type: none"><i>Mobile applications will deliver talent management programmes and data insights on talent will be provided to managers for decision making</i><i>Social robotics and AI with integrated cloud system provide personalised responses to queries as well as the delivery of self-directed and personalised talent management activities</i>
<ul style="list-style-type: none">Collect feedback on talent management programmes to ascertain effectiveness of talent management programmes	<ul style="list-style-type: none"><i>Task substituted by technology</i>	<ul style="list-style-type: none"><i>Mobile applications and AI allow for collection of frequent and real-time feedback to automate information collection and enhance talent management frameworks</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Provide data-driven insights to improve the effectiveness of talent management programmes	<ul style="list-style-type: none"><i>Dashboards with real-time feedback and data insights on talent to analyse effectiveness of talent management programmes</i>
<ul style="list-style-type: none">Coordinate career management processes to identify talent profile, develop and retain the right talent to meet organisation needsAddress complex queries from managers and talent on career management framework and developmental pathways	<ul style="list-style-type: none">Develop talent profiles based on talent needs, personas and aspirations[NEW] Support the implementation of integrated platforms to allow seamless access of various HR systems and enable self-directed career journeysGuide talent and managers to enable self-directed career journeys by providing information and resources	<ul style="list-style-type: none"><i>Skills repository will capture robust data on talent and enables quick identification of talent profiles based on given parameters and; data analytics will provide real-time and actionable insights to fine-tune talent profiles to enhance accuracy</i><i>Data analytics and AI will be used to analyse historical and market data such as industry trends as well as talent-related data to provide real-time recommendations on career development pathways and job matches</i><i>Communication platforms such as mobile applications and social media coupled with proactive nudging will enable delivery of self-directed career journeys</i>
<ul style="list-style-type: none"><i>Task does not exist in current role</i>	<ul style="list-style-type: none">[NEW] Support career coaching initiatives and facilitate conversations with talent regarding retirement planning	<ul style="list-style-type: none"><i>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</i>

Executive, Talent Management		
EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Supporting Succession Planning Process		
<ul style="list-style-type: none">Analyse succession profiles and profiles of potential candidates to support decision-making process	<ul style="list-style-type: none">Analyse succession profiles as well as talent capabilities, preferences and aspirations to identify suitability of talent for key positions	<ul style="list-style-type: none">Cloud-based resource platforms will host talent profiles of the entire workforce and allow quick analysis on talent capabilities and characteristics as well as market trends in an integrated view
<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Analyse key roles within the organisation that are critical and apply relevant parameters to provide a list of potential successors for grooming into these key roles	<ul style="list-style-type: none">Data analytics and AI will be used to analyse historical talent data and profile needed for the key roles to identify potential successors for grooming of capabilities

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	Support the implementation of personalised talent management programmes and initiatives tailored for the diverse talent personas
Capability Assessment Framework	Analyse talent profiles and identify critical capability gaps through data analytics based on business needs
Career Journey Design	Analyse individual talent personas to determine talent aspirations and support the development of career journey architecture to enhance organisational capabilities
Succession Planning	Conduct in-depth analysis of succession profiles and individual talent profiles for key positions by leveraging talent and business metrics such as capabilities, performance, and aspirations to identify suitable talent

Executive, Talent Management

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 lead the execution of talent management initiatives that deliver **personalised talent experience** across **diverse talent groups** within a **dynamic and agile organisation structure**. The role will derive real-time insights from **analysis of talent skills and work tasks** and provide inputs on potential fit within an agile organisation structure. There will be an emphasis on using identification technology such as blockchain to create **dynamic and easy-to-access talent profiles** for each talent, which enables real-time and accurate talent profiling, within the organisation. This allows for effective talent allocation and recommendation of suitable talent management initiatives, on areas such as career pathways and development plans.