


Manager, Talent Management


Job Family:
Talent Management


Impact level:
Medium





- The role will focus on developing an in-depth understanding of business needs and align talent management strategy for diverse groups of talent **leveraging data analytics** and talent capabilities required in the future.
- Identify capability gaps based on business requirements and talent characteristics to help drive the business outcomes.
- Drive implementation of **personalised and self-directed career journeys**, supported by technology.
- Lead the organisation towards a **talent-centric culture and drive the communication** of the various talent management programmes.

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

 Social Robotics

 Mobile Applications

 Social Media

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Designing Total Talent Management Framework		
<ul style="list-style-type: none">▪ Implement talent management frameworks and lead development of toolkits to provide clarity	<ul style="list-style-type: none">▪ Consult the business on developing elements of total talent management framework such as career progression, succession management, etc.▪ Recommend technologies to enhance talent management processes▪ Implement personalised and self-directed talent management processes for diverse talent groups and to develop future capabilities of talent to meet business needs	<ul style="list-style-type: none">▪ <i>Skills repositories along with knowledge of talent preferences and aspirations will support the development of personalised and self-directed talent journeys</i>▪ <i>Mobile applications will be used to deliver talent management programmes such as skill and career progression pathways</i>▪ <i>Communication platforms such as mobile applications and social media coupled with proactive nudging will enable delivery of self-directed and personalised talent management activities</i>
<ul style="list-style-type: none">▪ <i>Task does not exist in current role</i>	<ul style="list-style-type: none">▪ [NEW] Engage business managers and equip them to deliver personalised and self-directed talent journeys for talent	<ul style="list-style-type: none">▪ <i>Dashboards with real-time feedback and data insights on talent will enhance talent management programmes</i>
<ul style="list-style-type: none">▪ Implement feedback collection processes and gather talent related data on 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 will allow collection of frequent and real-time feedback to enhance talent management programmes</i>
<ul style="list-style-type: none">▪ Make recommendations and incorporate feedback to enhance effectiveness of talent management programmes	<ul style="list-style-type: none">▪ [NEW] Use analytics to predict the effectiveness of talent programmes on business outcomes to support the business case▪ Recommend changes to the talent management programmes based on analysis of programme ROI	<ul style="list-style-type: none">▪ <i>Analysis of metrics linked to business performance indicators will help to predict and test the effectiveness of talent programmes</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
Designing Career Journeys		
<ul style="list-style-type: none"> Design and execute career management processes to identify talent profile, develop and retain the right talent in accordance to organisation-wide career management framework 	<ul style="list-style-type: none"> Design customised and skill-based career journeys for diverse groups of talent Implement integrated platforms to enable self-directed career journeys 	<ul style="list-style-type: none"> <i>Data analytics and AI will analyse historical and market data to suggest typical career development pathways for new talent that will auto-update based on organisation and market changes</i> <i>Mobile applications and cloud systems will allow collection of real-time data from each individual talent and enable customisation of career management initiatives</i>
<ul style="list-style-type: none"> Engage business managers to provide career development advice and manage individual talent based on business needs 	<ul style="list-style-type: none"> [NEW] Align business needs and aspirations of diverse groups of talent in developing the assessment approach to assess capabilities and enable effective talent deployment and career development Coach business managers to manage and promote self-directed and personalised career development Provide career coaching and offer advice on continuous upskilling and retirement planning to talent 	<ul style="list-style-type: none"> <i>AI and analytics embedded in the systems will provide real-time collection of data on career development programmes and sentiment analysis</i> <i>Cloud-based resource platforms will host talent profiles which can be accessed across multiple geographical locations and predictive analytics will recommend suitable real-time deployment destinations for individual talent</i>
<ul style="list-style-type: none"> Implement cost-efficient career management strategies to build strong core of talent 	<ul style="list-style-type: none"> Identify relevant metrics and ROI indicators to assess effectiveness of career management programmes 	<ul style="list-style-type: none"> <i>Data analytics and predictive modelling of talent management with metrics business performance indicators, will enable programme effectiveness measurements as well as provide insights on areas of improvement</i>
Strategising Succession Planning		
<ul style="list-style-type: none"> Assess criticality of talent and capabilities based on future needs 	<ul style="list-style-type: none"> Analyse future business needs, identify critical capabilities and obtain buy-in from business using data-driven analytics 	<ul style="list-style-type: none"> <i>Analysis of talent data will provide insights on existing capability and skills gaps while AI will enable industrial scans and provide market-focused insights</i>
<ul style="list-style-type: none"> Support design of succession plans, considering current and future business plans to build leadership pipeline 	<ul style="list-style-type: none"> Work closely with the business to develop succession plans and recommend innovative ways of developing critical capabilities in high-potentials such as sprints, cross-functional teams, and secondments 	<ul style="list-style-type: none"> <i>Increase emphasis on understanding of business needs and key roles within the organisation will enhance development of succession plans</i> <i>Data analytics will enable tracking of stretch development projects to identify required support for high-potentials</i>
<ul style="list-style-type: none"> Guide the implementation of succession plans for senior business leadership and pivotal positions 	<ul style="list-style-type: none"> [NEW] Provide insights and predict key instances, such as flight risks and time-to-productivity analysis for critical talent to ensure engagement and develop critical capabilities and roles Guide the implementation of succession plans and empower the business to be more proactive in developing talent for succession 	<ul style="list-style-type: none"> <i>Talent metrics could be built into integrated system which enable real-time tracking of talent data and timely notifications when metrics of key instances are triggered</i> <i>Advanced analytics, including predictive analysis will enable complex scenario planning and uncover hidden talent, optimise succession planning strategies, and explore performance potential predictions as well as provide information on the most useful type of intervention</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
Personalised Talent Management	Develop and implement differentiated talent management programmes and processes tailored to the diverse talent personas
Strategic Talent Deployment	Implement an integrated skills repository and talent matching platform that enable mapping of talent metrics to the talent deployment strategy of the organisation to increase time-to-productivity and minimise mismatch between job and talent
Capability Assessment Framework	Lead assessment of talent profiles and business needs by leveraging analytics and benchmarking to the industry to identify future capability gaps to recommend solutions
Career Journey Design	Develop the career journey architecture to build future organisational capabilities, and support talent in achieving desired career aspirations based on their personas
Succession Planning	Facilitate the business to develop succession plans for key talent and high-potentials by incorporating data analytics on individual profiles, performance and organisation needs to enhance succession plans

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 implement **personalised talent management processes** across **diverse talent groups** in alignment with business needs and a **dynamic and agile organisation structure**. The role will draw links between skills and tasks within an agile organisation structure and enable **accurate matching of capabilities to work areas**. Technology such as blockchain could greatly enhance **personalisation of talent management solutions** and facilitate talent deployment.