

A Future-Ready HR

With HR poised to play a more strategic role in effecting the shift towards a manpower-lean economy, HR professionals will need to be forward-thinking and be able to act as strategic business partners and enablers of human capital development. By strategically partnering business leaders and line managers with an eye on the future, HR will play a key role in enabling human capital development that supports business success and contributes to Singapore's growth.



HR Acquires Talent To Support Business Goals



HR Develops Individuals To Their Full Potential



HR Curates Employee Experiences To Maximise Performance



HR Plans For Future Business Success



Jason Ho
Head of Group Human Resources
IHRP Master Professional (IHRP-MP)
OCBC Bank (HCPartner)

"The strengthening of HR as a profession will benefit the Industry Transformation Maps and the future of Singapore. The Skills Framework for HR provides us with information and insights that we can align to our internal learning frameworks. It also provides a clear roadmap of career paths and training programmes for individuals to develop their careers."



Dr Noraslinda Zuber
Director, Corporate Services
Islamic Religious Council of Singapore
Majlis Ugama Islam Singapura (MUIS)

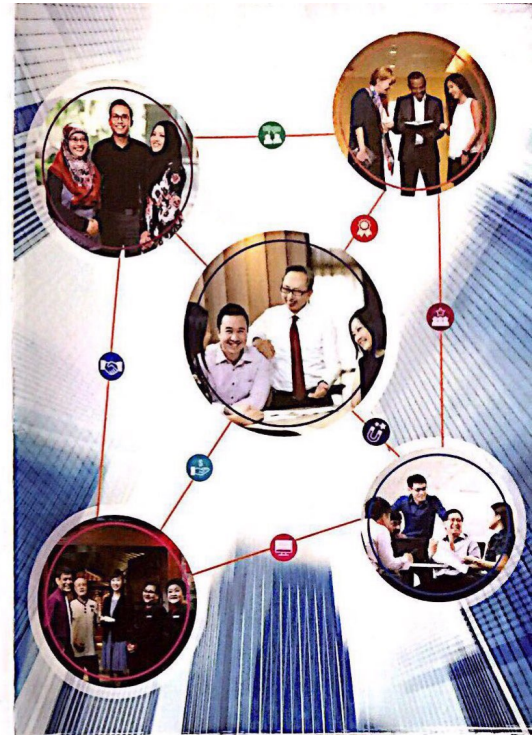
"The upskilling of HR staff is important as we move HR from backroom to boardroom. The Skills Framework helps to provide new and experienced HR practitioners with an understanding of the A-to-Z skills needed in each function, to be able to plan ahead for skills upgrading. It's a step in the right direction."



Ivan Lim
HR Business Partner
IHRP Certified Professional (IHRP-CP)
Aveva

"Skills upgrading is critical to HR professionals, as we constantly seek to hone our soft skills and technical know-how to be ready to help organisations facilitate transformation to build a resilient and adaptable workforce. Knowledge and skills acquired can help greatly in our professional development and most importantly, keep ourselves relevant to the market and business."

The Skills Framework for Human Resource is jointly developed by SkillsFuture Singapore, Workforce Singapore and the Ministry of Manpower, supported by the Institute for Human Resource Professionals, together with industry professionals, employers, education and training providers, and representatives from associations and union.



A Career in Human Resource

Skills Framework: Guiding you in your career choices

An initiative of
SKILLSfuture

The HR Industry in Singapore



The Human Resource (HR) industry in Singapore comprises over 40,000 HR professionals and over 2,300 HR services firms providing HR consultancy, HR outsourcing, HR information systems, as well as recruitment and executive search services. As Singapore's economy restructures and matures, HR professionals need to move beyond administrative functions to be strategic business partners, to help businesses and their employees transform, adapt and grow. HR professionals play an important role in adopting the Skills Frameworks relevant to their companies. A vibrant HR services sector is also important to establish sound HR systems and processes, leverage technology to improve productivity, boost employee experience and learning, and harness data to enhance people decisions and employee engagement.

To strengthen the HR industry, the tripartite partners launched the HR Industry Manpower Plan in July 2017 and established the Institute for Human Resource Professionals (IHRP) as a key initiative of this plan. The IHRP is the HR professional body and industry authority on HR for Singapore, driving the continuous learning and professional development of HR professionals, in line with the Skills Framework for HR. It sets the benchmark for the competencies and behaviours of future-ready HR professionals through the national HR certification, known as the IHRP Certification.

IHRP also manages the SkillsFuture Study Award for HR to support working professionals in their early- and mid-career to develop and deepen their HR skills. Working in partnership with the Ministry of Manpower and SkillsFuture Singapore, it supports the continuous learning and professional development of HR professionals, the adoption of the Skills Framework for HR for their own professional and human capital development, and skills-deepening through quality HR training curriculum.

Desired Attributes

HR professionals seeking successful careers in the sector can set themselves apart by developing these desired attributes.



Business-Minded

Advise on HR matters, with an understanding of the impact to business in mind



Change Agent

Influence and manage organisational changes through leadership and effective communication



Ethical and Respected

Maintain integrity and objectivity when dealing with sensitive and confidential information



Future-Oriented

Exhibit traits of a forward-thinker, dealing with current issues while maintaining an eye on the future



Team Player

Contribute to a larger team to bring about success at the workplace

Skills in Demand

As the HR profession continues to transform, here are some examples of the skills in demand.



Business and Financial Acumen

Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle



Employer Branding

Develop employer brand proposition and strategy in alignment with the organisation's long term strategic objectives and desired culture



HR Analytics and Insights

Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business



HR Policies and Legislation Framework Management

Develop and review HR policies in compliance with legislative, ethical and regulatory standards



Organisational Culture Development

Facilitate the development of the desired organisational culture that is aligned to the organisation's brand and business



Organisational Strategy Development

Influence the organisation's business strategy from the perspective of HR and workforce capability



Skills Framework Adoption

Drive the adoption of the skills frameworks through HR activities to develop capabilities

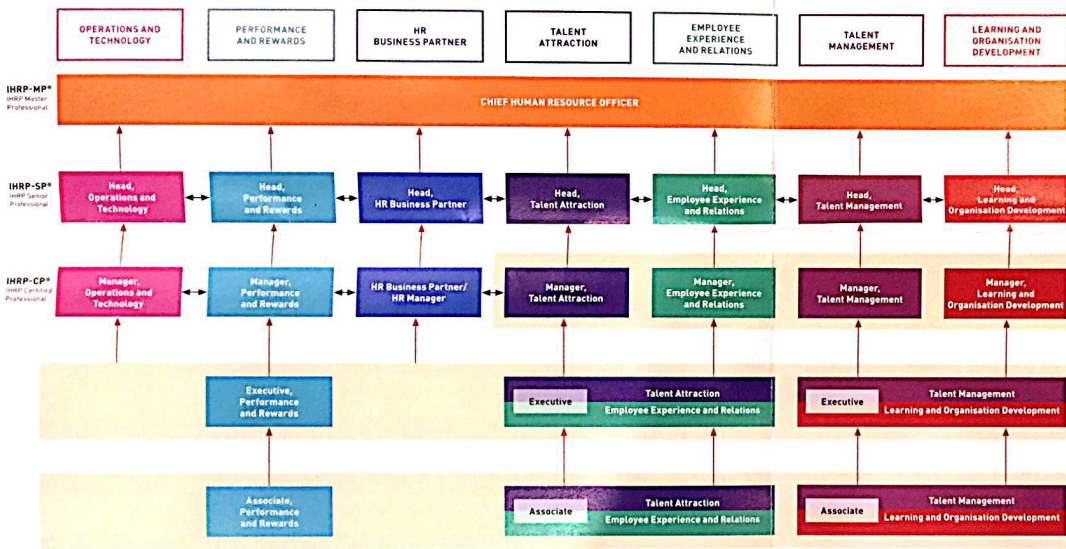


Technology Integration

Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery

A Career in Human Resource

There are 21 job roles across seven functional tracks in the Skills Framework for Human Resource. Each job role offers distinct work functions and requirements, giving you the opportunity to specialise and progress in your career. You may also choose to widen your skill set to further your career across different job roles.



Legend:
 → Vertical movements between job roles
 ↔ Lateral movements between job roles
 ⇄ Cross-functional movement between job roles

The Career Map serves as a reference to reflect the available job roles and possible career pathways in the HR sector, which may vary depending on each company's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as company needs.

Wage Information

Monthly Gross Wages of Selected Occupations in HR, June 2017

Occupations	Gross Wage	
	25 th Percentile (\$)	75 th Percentile (\$)
Chief Human Resource Officer	17,361	28,727
Head, Operations and Technology	13,936	20,970
Head, Performance and Rewards	15,365	23,447
Head, HR Business Partner	12,871	23,380
Head, Talent Attraction	12,420	19,408
Head, Employee Experience and Relations	14,532	20,578
Head, Talent Management	15,114	23,047
Head, Learning and Organisation Development	13,212	18,940
Manager, Operations and Technology	7,568	12,296
Manager, Performance and Rewards	7,074	11,940
HR Business Partner/HR Manager	5,980	10,796
Manager, Talent Attraction	7,419	11,983
Manager, Employee Experience and Relations	6,311	11,042
Manager, Talent Management	7,603	13,005
Manager, Learning and Organisation Development	6,760	10,538
Executive, Performance and Rewards	4,098	5,968
Executive, Talent Attraction and Employee Experience and Relations	4,050	6,333
Executive, Talent Management and Learning and Organisation Development	3,895	5,842
Associate, Performance and Rewards	2,677	3,972
Associate, Talent Attraction and Employee Experience and Relations	3,095	4,183
Associate, Talent Management and Learning and Organisation Development	2,741	3,600

Source: Wage survey conducted by Mercer (Singapore) Pte Ltd, commissioned by SkillsFuture Singapore

Note:
 The above data reflects the indicative monthly gross salary and includes fixed bonuses, variable bonuses, overtime pay and allowances. Actual salaries may differ due to market conditions and company/organisation policies.

Enhance Career Development and Progression

With the Skills Framework for Human Resource, you are equipped with relevant information that can help you make informed decisions about your career choices, skills upgrading and future career planning. You may use the Skills Framework for the following areas:

- Assess Career Interests**
 - Discover employment opportunities
 - Understand career pathways
 - Recognise personal attributes required
- Prepare for Desired Jobs**
 - Understand skills and competencies required
- Find Avenues to Close Skills Gap**
 - Identify relevant training programmes to equip oneself with the required skills and competencies
 - Participate in on-the-job training opportunities provided by companies
- Renew, Upgrade and Deepen Skills**
 - Plan for career development/transition
 - Recognise skills and competencies required for the intended job role
 - Identify training programmes to upgrade and deepen skills



Scan this QR code to find out more about the Skills Framework for Human Resource

For more information visit skillsfuture.sg/skills-framework/hr