People Analytics

Specialty Area Definition: Employ statistics and modelling on business and employee data for analysis and decision making

Skill	Definition
Metrics and Benchmarking	Define key issue(s), formulate hypotheses and identify KPIs or metrics to be used for the purpose of hypothesis testing, data modelling and analysis. Metrics should be related to different aspects of the employee life cycle, e.g. Engagement indicators, ROI of HR initiatives, attrition and turnover rates.
Data Collection and Management	Gather data needed while understanding purpose of doing so; managing data in a way that maintains integrity, cleanliness and accuracy of data collected, including PDPA.
Analytics, Models and Techniques	Leverage analytics tools and insights, including optimisation techniques and conjoint analysis to optimise employee cost, increase efficiency and effectiveness.
HR Dashboards	Improve reporting by offering dashboarding solutions to communicate with impact, identifying key HR KPIs that are aligned with business strategy, and how to create value with available HR data.
Institutionalising People Analytics Capabilities	Design and implement HR analytics capability; organise, govern and structure team effectively.

Organisational Change

Specialty Area Definition: Build and effect organisation-wide transformation

Skill	Definition
Building Business Case for Change	Articulate the business imperative for change and how change will enable business success.
Change Program Design	Design change programs based on stakeholder analysis, change impact analysis and change readiness assessment. May involve employing iterative and/or design thinking approaches.
Change Implementation (Communication & Enablement)	Build a change management plan which appropriately accounts for communications, training, and other programmatic aspects, incorporating methods to ensure that change sticks.
Culture Change	Understand the impact of the change on organisational culture, including aspects such as leadership, people practices and enabling infrastructure or processes and tailoring change initiatives accordingly to drive change that sticks.
Change Leadership	Understand the role of leaders in change management and how they can work to empower people at all levels, creating urgency and drive change at an organisational level.

Strategic Workforce Planning

Specialty Area Definition: Plan for current and future workforce demand and supply to meet strategic and organisational objectives

Skill	Definition
Workforce Gap Analysis	Conduct demand-side analysis to define quantitative and qualitative workforce requirements, based on budget considerations, business strategy and outcome objectives. Analysis could include understanding of current internal/external talent supply and demand, risk factors, skills assessment, gathering and evaluating workforce data.
Workforce Analytics	Leverage analytics tools and insights to determine the future supply of workforce.
Workforce Development Planning	Make recommendations on assessment and deployment, including learning and development, talent management, acquisition, compensation, workforce optimisation and organisation design to deliver business impact.

HR Technology

Specialty Area Definition: Implement and manage HRMS and application of new technologies in HR

Skill	Definition
HR Service Delivery Model	Design and implement an appropriate HR service delivery model to accommodate emerging and changing technologies that will enable HR to add value and impact to the business.
HR Management Systems (HRMS)	Procure, maintain and utilise the HR management systems.
Data Security	Understand how to treat data to maintain its integrity and security.
Process Digitalisation	Play a proactive role and collaborating with IT to ensure technology enhancements are aligned with HR and strategic objectives.
Change Management for HR Technology	Identify business and user needs using techniques such as design thinking and establish business case to build/buy/borrow appropriate and suitable technologies that will add value to the business. Possess broad understanding of the change impact of adopting new HR technology within the organisation.
Emerging Technologies	Evaluate the latest HR technologies available for adoption. Identify, appreciate and describe the possible applications of emerging HR technologies such as intelligent automation, virtualisation, in the context of HR functions.

Fair and Progressive Practices

Specialty Area Definition: Foster and monitor the equal recruitment and treatment of employees on the basis of merit

Skill	Definition
Fair and Progressive Talent Practices and Standards	Understand potential biases in recruitment, retention, advancement, rewards and L&D and addressing them accordingly. Possess high level understanding of fair and progressive practices and standards being adopted across organisations in South East Asia or/ and globally.
Employment Act	Understand overview and possess fundamental understanding of the Employment Act (including latest changes, if any).
Anti-Discrimination Policies	Implement policies, aligning to strategic goals and ensuring compliance by leaders (e.g. cyber bullying, mature workforce, ex-offenders, special needs).
Workforce Diversity and Inclusion	Understand methods to build and engage a diverse and inclusive workforce. May involve implementing flexible working arrangements, and ensuring compliance by people managers.
Grievance Management	Design a strong and fair grievance management system within the organisation to ensure employee concerns are treated with fairness and objectivity.
Transparent Communications	Articulate and be transparent on commitment, rewards, and advancement systems; continuously solicit and act on feedback from employees across all levels.

Business Partnering

Specialty Area Definition: Use business and financial acumen to drive strategic organisational value through people solutions

Skill	Definition
Strategic Thinking	Possess a strategic view and mindset in understanding and assimilating complex information to make informed decisions while linking talent strategy to the business strategy.
Business Acumen	Understand business imperatives, models, and financial data, and macro data such as industry and geographical trends as well as their impact on the business.
HR Advisory	Act as an internal consultant to solve critical business problems, including working with senior business leaders for hypothesis building and root cause analysis. Understand business and HR data combined with expert judgement to offer strategic insights, identify and communicate measurable benefits of talent initiatives.
Problem Solving	Collaborate with a range of stakeholders to tailor solutions that address all parts of the employee lifecycle while factoring in impact on operating model (incl. policies and processes).
Manage Change and Measure Progress	Manage and ensure the necessary actions are in place to manage the change required to implement the suggested solution / recommendation in problem solving; define key metrics of success and track them.

Data Led Talent Acquisition

Specialty Area Definition: Employ data-driven and technology-led methods to source and acquire skilled talent for organisational needs

Skill	Definition
Employer Branding	Develop and/or update the employee value proposition and establish employer branding to attract suitable candidates, based on external market data and trends. Employ overarching strategy to guide talent acquisition to meet strategic objectives, e.g. hiring contingent/permanent staff, especially for agile and project-based organisations and internally developing vs externally hiring talent.
Sourcing using Emerging Technologies	Include technologies such as blockchain and AI across channels such as social media, aggregator platforms, etc. to optimise sourcing; and manage talent supply networks within the industry.
Selecting using Emerging Technologies	Include technologies such as augmented reality, RPA, machine learning, etc. to optimise selection.
Onboarding using Emerging Technologies	Include technologies such as gamification, network analysis, etc. to develop personalised onboarding plans and enhance productivity.

People Experience

Specialty Area Definition: Maximise the quality of employees' experience using an employee-centric view in all regards to the organisation

Skill	Definition
Purpose Definition	Develop a strong organisational purpose; linking employee's work to company's purpose, enabling meaningful work to engage employees and ensuring alignment between the values of the individual and company.
Employee Journey and Moments of Truth	Identify personas/groups that define majority of the organisation, as well as moments that matter to focus effort and achieve impact throughout the employee life cycle.
Ways of Working Optimization	Design of the work space (look, feel, location) and work (flexibility) to build an optimal people experience; hyper-personalising employee's experience, and using an employee centric lens (design thinking methodology) to design processes and interactions.
Employee-Centric Metrics	Leverage emerging technologies in measuring and analysing data and metrics on employees.

HR Consulting

Specialty Area Definition: Apply consulting process and core skills to provide insights on developing HR strategies and programmes for organisations

Skill	Definition
Research and Analysis	Apply research and analysis skills (including the use of empirical methods) to carry out the process of problem identification, data collection and analysis, and situation assessment, to generate novel solutions and alternatives.
Consulting and Trust Advisory	Apply a range of skills and competencies including consulting, advisory, communication and interpersonal skills, as well as the use of design methodologies to engage and partner organisational stakeholders to diagnose and generate solutions to business problems.
HR Strategy Formulation	Establish HR strategies and priorities that are aligned with current and future business needs.
Organisational Diagnosis	Analyse the organisational state and climate to diagnose issues and identify ways to optimise organisational effectiveness.
Organisational Strategy	Shape forward-looking organisational business strategies from a HR and workforce capability perspective.
Business Case Development & Solutioning	Develop and apply the appropriate frameworks, approaches and tools to build and communicate a business case and proposed solutioning for internal and external clients. This includes carrying out a gaps analysis to describe the business problem, current and desired states, an action plan and evaluation metrics to support planning, decision-making and programme evaluation against business outcomes.

Digital Human Capital Transformation

Specialty Area Definition: Apply systems thinking, data skills, service design and transformation planning to deliver digitalisation projects for organisations

Skill	Definition
Digital innovation in HR	To apply the core concepts, frameworks and processes underpinning digital innovation in HR, including digitalisation of operations, fostering a culture of innovation, and implementing talent practices that support digital innovation
Technology Integration	To integrate new and emerging HR tools with workforce technology, including cloud-based HRIS, digital recruitment solutions, internal communication platforms, and workforce engagement software to enhance HR operations and service delivery
Storytelling with Data	To apply the essential skills to draw insights from data, deploy story boards and present their insights using the most effective visual representations to support data driven decision making.
Digital Strategy and Transformation Planning	To develop the essential strategic thinking skills, practices and mind-sets including digital strategy and transformation, data governance and project management to lead organisational transformation in the digital age.

Future of Work Architect

Specialty Area Definition: Apply business strategy, technology acumen and design principles to architect the transformation of work, workplace, and workforce

Skill	Definition
Re-designing work for the future workplace	Understand the drivers of future workplace transformation and be able to employ tools and methods including design thinking, job re-design process, organisational development tools and project management techniques to re-design jobs and organisational structures for the future workplace.
Designing an inclusive and technology-driven workplace	Understand the components of a digital workplace culture and the impact on inclusivity and workplace productivity, and to apply techniques and technology knowhow including communication, hiring practices, executive level support, facilitation, and training to create, build and sustain an inclusive workplace culture.
Workforce Resilience and Flexible Ways of Working	Apply the principles and practices of remote and flexible working to improve organisational outcomes through enhancing workforce resilience, productivity and employee engagement.
Designing a better workplace experience	Apply design practices such as design thinking and related tools including user experience design, employee journey mapping, stakeholder mapping and prototyping to design a better workplace experience.

Talent Management

Specialty Area Definition: Applying the processes, systems and strategies to identify, attract, develop and engage high performing and high potential employees so as to create a pipeline of talent for leadership and other mission critical roles.

Skill	Definition
Talent Strategy Formulation	Identify and articulate appropriate Talent Philosophy and Talent Strategy to support current and future business needs.
Talent Identification	Leverage analytical tools, empirical data, qualitative and quantitative appraisals in a structured process that involves business leaders and line managers to assess, calibrate and rank employees on metrics related to performance and potential.
Succession Planning	Identify 'mission-critical' roles in an organization and build a structured process where both internal and external high potential talent are identified at different job levels and funneled into a pipeline of structured development, engagement and assessment.
Talent Development	Conduct learning needs analysis and build organization specific talent development frameworks and journeys to develop skillsets and mindsets of high potential talent across various job levels.
Talent Engagement	Understand key levers that drive employee motivation, engagement and retention and design wholistic and multifaceted strategies to retain high potential talent.

Compensation and Benefits

Specialty Area Definition: Enable HR Generalists and new compensation professionals to support compensation programs through effective communications and decisions that will positively impact the worker experience and organization's bottom line.

Skill	Definition
Organizational Alignment	Recognize how compensation aligns with organizational objectives and impacts employees and the organization.
Foundation of Compensation	Understand concepts and principles relating to types of pay, job design and job evaluation.
Pay Structure Administration	Define how job-based and skill-based pay structures work and their significance within the compensation strategies of the organization.
Base and Variable Pay Determination and Budgeting	Recognize the various elements of compensation packages for different job roles, explain options to management and consult on decisions that align to pay philosophy.
Program Effectiveness	Determine compensation program effectiveness by understanding and evaluating internal pay equity, market competitiveness, financial indicators, employee understanding of performance expectations.
Communication	Possess the ability to determine the most appropriate channel for developing targeted compensation communication strategies and messaging.

Workplace Investigation

Specialty Area Definition: Applying sound practices to manage workplace disputes and undertaking grievance management to ensure fair and concise reporting and outcomes

Skill	Definition
Interview Process & Technique	Design and implement proper interview process, ensuring an environment of mutual trust and confidence, a minimum content of fairness required.
Grievance Management	Design a strong and fair grievance management system within the organisation to ensure employee concerns are treated with fairness and objectivity.
Anti-Discrimination Policies	Implement policies, aligning to strategic goals and ensuring compliance by leaders (e.g. cyber bullying, mature workforce, ex-offenders, special needs).
Communication of Investigative Outcomes	Possess the ability to determine the most appropriate channel for communicating and managing workplace investigations.

Business and Financial Acumen

Specialty Area Definition: Maintaining and applying financial and business management principles to create a positive impact in the organisation.

Skill	Definition
Understand Business Imperatives	Understand business initiatives or objectives that the company must accomplish to make meaningful progress and achieve its strategic vision.
Industry and Market Trends Analysis	Consolidate market and industry trends, analyse their impact on the business, and apply the insights to the design and implementation of people initiatives.
Risk Management	Assess potential internal and external risks to the company and develop plans to mitigate these risks.
Business and Financial Analytics	Leverage business and financial metrics and insights to determine sound and responsible strategic business decisions.
Data Storytelling	Analyse and use business and financial metrics to communicate an organisation's progress toward certain long- and short-term objectives.

Employer Branding

Specialty Area Definition: Develop and implement employer brand proposition and strategies in alignment with the organisation's long-term strategic objectives and desired culture.

Skill	Definition
Employer Branding Diagnosis	Engage with different stakeholders to uncover and analyse current perceptions of employer branding.
Define Employee Value Proposition	Define and/ or update brand's core values, goals and culture so that it is differentiated from other organisations (e.g. through company benefits such as flexible working arrangements, on top of other propositions such as pay and career development.)
Develop Employee Engagement Strategy	Develop a communication strategy to promote the employee value proposition to current and future employees to create an emotional connection with the company and the brand.
Metrics and Benchmarking Analysis	Define key issue(s) and leverage metrics such as recruitment and employee engagement data to benchmark against competitors and evaluate success of employer branding strategies.

Workplace Safety and Employee Well-being

Specialty Area Definition: Foster a culture of well-being, develop and implement employee safety protocols as well as health and wellness programmes, so as to promote a healthy and productive workforce.

Skill	Definition
Workplace Safety and Health Advocacy	Understand and advocate for compliance with workplace safety and health legislation requirements, systems and best practices.
Employee Workplace Safety and Health Protocol and Policy Development	Review, design and/ or update employee workplace safety and health policies, in alignment with workplace safety legislation requirements and best practices.
Employee Well-being Programme and Policy Development	Review, design and/ or update employee well-being policies and programmes to foster a psychologically safe and trusting work environment and strengthen social support.
Workplace Safety and Employee Well-being Analytics	Leverage workplace and employee well-being analytics, as well as employee feedback, to identify physical and psychological health needs, so as to improve future practices.
Workplace Communication and Engagement	Develop a robust communication strategy to highlight the importance of commitment to workplace safety and employee well-being. Use appropriate communication strategies, such as communicating with empathy and transparency, to foster a culture of well-being.

Learning and Development (L&D)

Specialty Area Definition: Create a culture of lifelong learning, and implement learning and development channels and programmes to facilitate capability building and employees' growth.

Skill	Definition
Learning Needs Analysis	Collect and analyse data to identify current competencies and learning gaps, so as to meet the organisation's current and future needs.
Develop Lifelong Learning Culture	Advocate lifelong and continuous learning in the organisation by inculcating relevant values within the organisational culture.
Develop Learning & Development Solutions	Review, design, and/ or update Learning and Development programmes, and implement them using appropriate learning strategies and modes.
Learning & Development Analytics	Define metrics for Learning and Development goals, and leverage data to consistently monitor and evaluate success of learning interventions, so as to improve future Learning and Development programmes.

Performance Management

Specialty Area Definition: Establish a performance management philosophy and framework, and implement appropriate performance management strategies, including the identification of key performance indicators and fair, results-focused assessments of employee performance.

Skill	Definition
Performance Management Strategy Formulation	Formulate or refine employee performance management strategies, in alignment with the organisation's current and future business priorities, emerging market practices and changing workforce compositions.
Performance Management Philosophy and Framework Development	Collaborate with business stakeholders to develop and/ or refine the performance management policies, systems and processes.
Performance Management Communication and Engagement	Develop a robust communication strategy to highlight the importance of objective, results-focused assessment of employee performance, as well as any changes to the performance management framework.
Performance Management Facilitation	Set performance goals, and provide regular feedback and coaching to employees to ensure they meet their goals.

Diversity, Equity and Inclusion (DEI)

Specialty Area Definition: Establish a culture where employees have the resources they need to grow and thrive regardless of differences, so that they feel supported, included and have a sense of belonging.

Skill	Definition
Diversity, Equity & Inclusion Analytics	Engage with different stakeholders to uncover and analyse current perceptions of Diversity, Equity & Inclusion practices, and leverage on insights to identify gaps in talent practices.
Diversity, Equity & Inclusion Strategy	Formulate an overall Diversity, Equity & Inclusion strategy for the organisation and ensure alignment of talent initiatives and practices.
Diversity, Equity & Inclusion Engagement and Execution	Generate commitment to Diversity, Equity & Inclusion initiatives in the workplace by articulating the organisation's identity, values and culture. Conduct DEI activities to support the strategy.
Metrics and Benchmarking Analysis	Define metrics for Diversity, Equity & Inclusion goals, and benchmark against industry best practices to evaluate the success of Diversity, Equity & Inclusion strategies.

Job Redesign

Specialty Area Definition: Maximise the quality of employees' experience using an employee-centric view in all regards to the organisation

Skill	Definition
Purpose Definition	Develop a strong organisational purpose; linking employee's work to company's purpose, enabling meaningful work to engage employees and ensuring alignment between the values of the individual and company.
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