IHRP BODY OF COMPETENCIES

Institute for Human Resource Professionals (IHRP)

BODY OF COMPETENCIES (BoC)
Version 1

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Introduction

About the Institute for Human Resource Professionals (IHRP)

The Institute for Human Resource Professionals (IHRP) is the HR professional body, set up by the tripartite partners: the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF). IHRP is the only HR professional body in Singapore authorised to implement the national HR certification. Through the IHRP Certification, IHRP aims to set the HR standards of excellence, enhance the competencies of HR professionals and enable human capital development in enterprises. The IHRP Certification builds on the IHRP Body of Competencies (BoC), which reflects a set of competency standards required for HR professionals to be future-ready and equipped to enable business-driven human capital development.

Development of the IHRP Body of Competencies (BoC)

The IHRP BoC was developed in 2016, as one of the key initiatives under the Human Resource Industry Manpower Plan (HR IMP). Commissioned by Workforce Singapore (WSG) and driven by the National HR Professional Certification Framework (NHRPCF) Taskforce, the BoC was developed through a process of rigorous research, comparative analysis of other international HR professional certification bodies, as well as interviews with HR professionals and subject matter experts. Once developed, the BoC was further validated in focus groups involving over 450 participants representing HR and Business leaders across MNCs, SMEs and Public Sector.

Key Components of the IHRP BoC

There are three areas of competency that make up the architecture of the IHRP BoC:

HR Mindsets and Behaviours: These competencies reflect the way HR professionals think and behave as they approach their HR work, deal with people and manage work-related situations

HR Functional Competencies: These competencies are required for HR professionals to successfully deliver their functional role, which cover activities undertaken across the people management life cycle

HR Foundational Competencies: These competencies underpin and serve as core enablers supporting HR functional activities

These competencies detail the expected competency performance statements for the IHRP Certified Professional (**IHRP – CP**) and IHRP Senior Professional (**IHRP – SP**) levels respectively:

IHRP – CP: HR professionals responsible for developing and implementing HR policies and programmes to deliver HR services and operate the HR function

IHRP – SP: HR professionals in a leadership role with responsibilities for leading a HR function, designing and developing HR policies and programmes, and providing day-to-day guidance for HR service delivery

A set of Advanced Competencies reflect the competency performance statements relevant to the IHRP Master Professional (**IHRP – MP**) level. This pinnacle level of **IHRP – MP** includes HR professionals who are in senior leadership roles, with responsibilities for strategising and directing the HR management and development agenda at an organisation-wide level.

ADVANCED COMPETENCIES

- Apply Business and Financial Acumen
- Steer Organisational Culture and Change
- Deliver Strategic Insights and Foresights
- Drive HR Business Partnering
- Engage and Manage Stakeholders

**IHRP
Master
Professional**

**MINDSETS &
BEHAVIOURS**

- Display Business and Financial Acumen
- Demonstrate Change Leadership
- Adopt a Future Orientation
- Uphold Professional Conduct

**FUNCTIONAL
COMPETENCIES**

- Plan
- Attract
- Develop
- Engage
- Separate

**FOUNDATIONAL
COMPETENCIES**

- Analytics and Insights
- Relationships and Communication
- Technology and Operational Excellence
- Labour Policies and Legislation

**IHRP
Senior
Professional**

**IHRP
Certified
Professional**

Not eligible for certification

**Associate
HR
Professional**

Visual Framework

IHRP Body of Competency
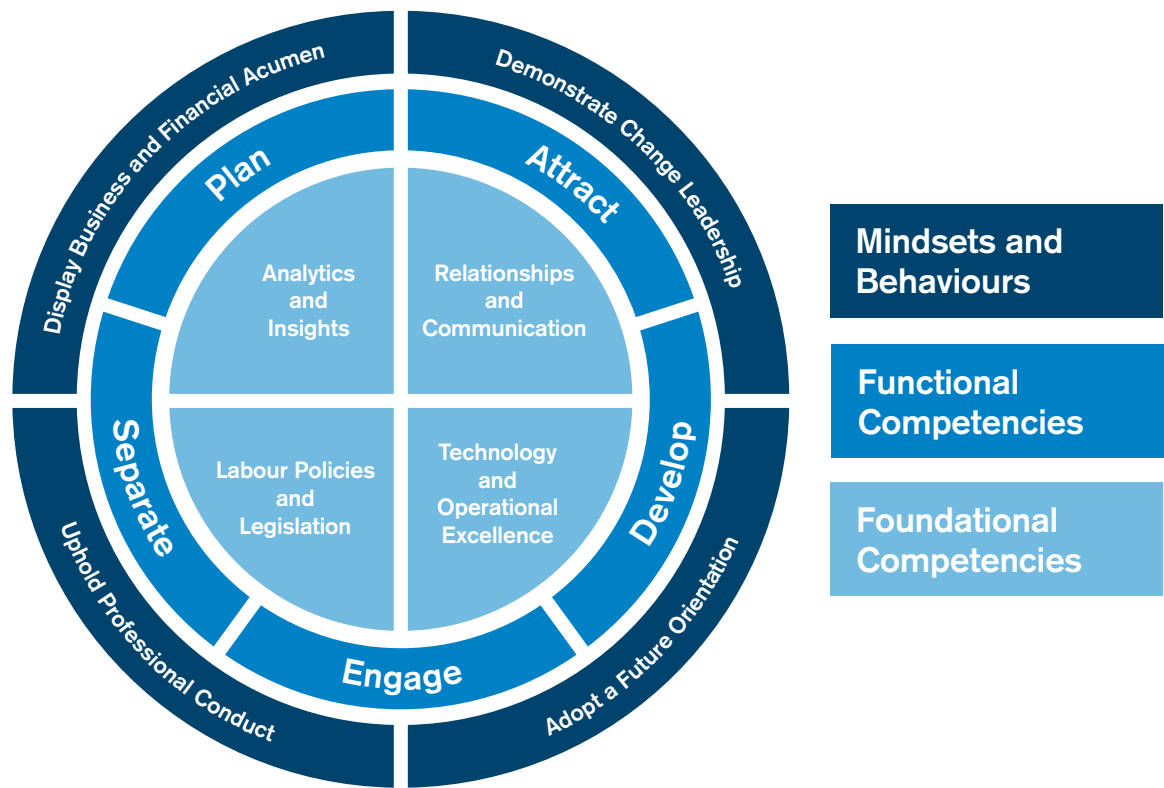
Competency Framework Components
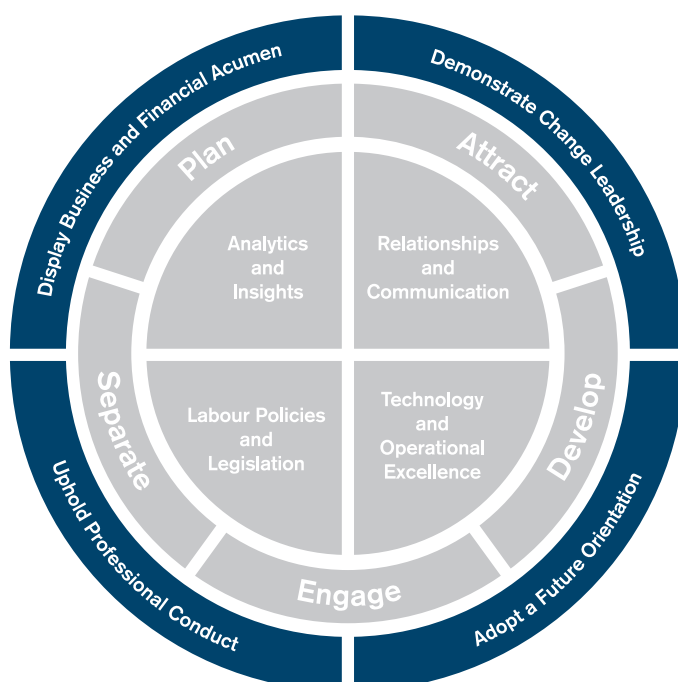
3.1   Overview

Mindsets and Behaviours	Functional Competencies	Foundational Competencies
The Human Resource (HR) Mindsets and Behaviours are characteristics that manifest in the way HR practitioners think and behave as they approach their HR work, deal with people, and manage work-related situations.	The Human Resource (HR) Functional Competencies are required for HR practitioners to successfully deliver their functional roles. For each phase, the performance statements for inter-related tasks are set out in a way that, when taken as a whole, they deliver a desired functional outcome for the organisation.	The Human Resource (HR) Foundational Competencies underpin and span across the HR Functional Competencies. They serve as core enablers supporting HR functional activities.

Legend

The HR Mindsets and Behaviours are inter-woven into the competency performance statements of the HR Foundational Competencies and HR Functional Competencies using differentiated fonts:

- **Displaying Business and Financial Acumen**
- Adopting a Future Orientation
- *Demonstrating Change Leadership*
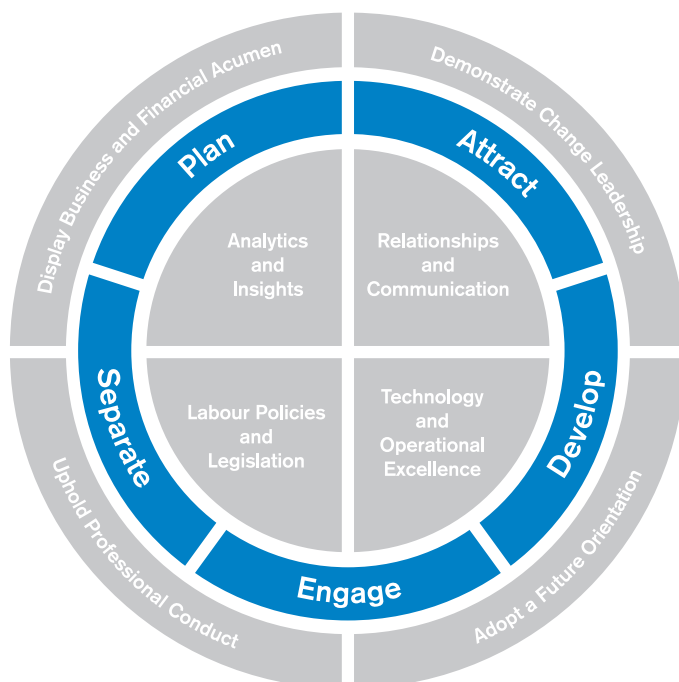- ***Upholding Professional Conduct***

3.2   HR Mindsets and Behaviours

| HR Mindsets and Behaviours	Definition
Display Business and Financial Acumen	As the HR function gains greater prominence as a valued business partner, there is an ever-increasing demand for HR professionals to demonstrate business and financial acumen as they go about their HR duties, relating what they do to a business purpose, impact or outcome.Those mindsets apply equally to HR professionals in the public sector and non-profit organisations, albeit in different organisational context and objectives.
Demonstrate Change Leadership	HR professionals are uniquely positioned to influence and to create organisational change by providing effective leadership. Leadership for HR professionals is about demonstrating leadership behaviours and does not imply a need for a formal role or to be in a management position.
Adopt a Future Orientation	To be a valued business partner, HR professionals should exhibit traits of a forward-thinker with the ability to deal with current issues with an eye for the future. Adopting a future orientation also implies having a forward-looking perspective of HR-related activities, demonstrating the aspirations to be part of a leading HR function by continuously improving on HR effectiveness, keeping abreast of emerging trends to develop foresights, and leveraging on predictive analytics to provide forecasts and projections to plan for the future.
Uphold Professional Conduct	HR professionals are in a privileged position, dealing with sensitive and confidential information both at an individual person's level as well as at the organisational level. Accordingly, HR professionals need to conduct themselves with integrity and remain objective and professional at all times. HR professionals should also take personal ownership in developing and maintaining competencies that are expected of credible and competent HR professionals through continuous professional learning while supporting the development of people's potential with empathy and compassion.

3.3 HR Functional Competencies

Competency	Definition
Plan	This refers to HR-related activities undertaken by an organisation during the annual business planning cycle involving manpower/resource planning, financial budgeting, as well as long range strategic workforce planning. It also encompasses organisation development interventions to prepare the organisation for change.
Attract	It involves sourcing, selecting, securing and onboarding of suitably qualified people into an organisation so as to enable the delivery of organisational strategies and business plans.
Develop	This is about the on-going investment by an organisation in developing the capability of its workforce required to deliver its organisational strategies and business plans. It encompasses learning and development, career development, performance management, talent management, and succession planning.
Engage	This relates to keeping the workforce of an organisation motivated to deliver organisational strategies and business plans. The functional activities span across core HR domains such as compensation and benefits management, people engagement, cross cultural management, as well as managing labour relations.
Separate	This is the stage that signifies the ending of an employment relationship through voluntary exits, involuntary exits and retirement. Voluntary exits and retirement happen when an employee chooses to resign or elect to retire from work respectively, whereas involuntary exits refer to dismissal, redundancy and termination due to performance or business needs and conditions.

3.4   HR Foundational Competencies

Competency	Definition
Analytics and Insights	The need and use of data and analytics are increasingly prevalent across a range of HR activities to create insights for business intelligence and foresights for forward planning purposes. This is a core HR foundational competency that sets the standards for a future-oriented HR professional.
Relationships and Communication	As HR professionals deal with people across different levels within the organisation, as well as candidates, regulators, governing authorities, and third-party service providers, relationship management and communication skills become particularly critical for a competent HR professional to build trust, credibility and confidence. Competent HR professionals must be able to demonstrate strong communication capabilities, both written and verbal, when transmitting messages, giving advice, negotiating, and managing conflict.
Technology and Operational Excellence	As organisations evolve in nature, size and complexity, conventional HR service delivery operating models need to also evolve. This is especially relevant given the advancement of HR technology and operational solutions and the ever-increasing demands on the HR function from stakeholders. This foundational competency is a core enabler for HR professionals to add value through alternative ways of achieving HR service excellence, enhancing the HR function effectiveness, and optimising the HR service delivery model.
Labour Policies and Legislation	This refers to foundational knowledge that encompasses the various laws, regulations and government policies specific to HR professionals that allow them to be effective in their HR work functions, especially in the Singapore context. This foundational competency is required for HR professionals to navigate and apply the relevant employment laws and regulations, and national labour and HR policies, so as to safeguard the well-being of employees, promote the adoption of good HR practices and to ensure legal and regulatory compliance obligations are met by organisations.
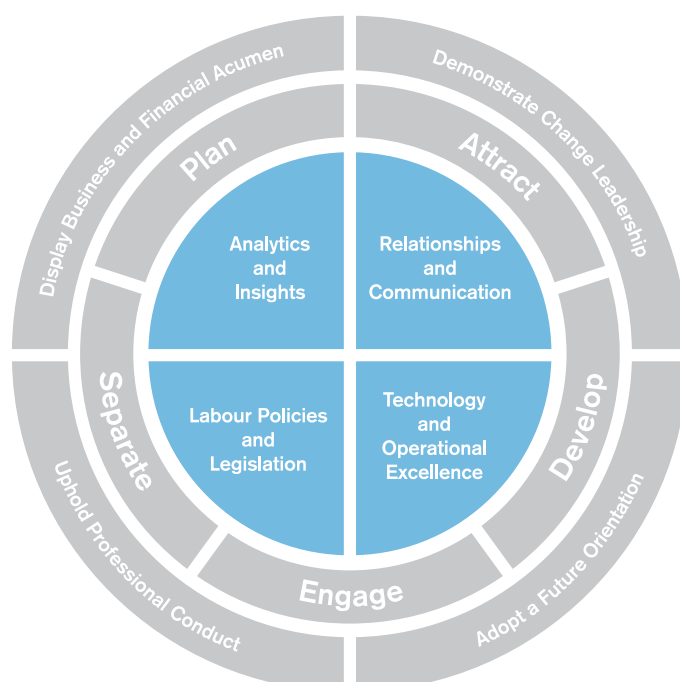
Functional Competencies

In the following section (Section 4), the HR Functional Competencies are further described in sub-competencies and respective competency statements. The following tables shows the five functional competencies and its corresponding sub-competencies:

Plan
4.1.1 HR Strategy & Workforce Planning
4.1.2 Organisation Development

Attract
4.2.1 Sourcing
4.2.2 Selecting
4.2.3 Securing
4.2.4 Onboarding

Develop
4.3.1 Learning & Development
4.3.2 Career Management
4.3.3 Performance Management
4.3.4 Talent Management
4.3.5 Succession Planning

Engage
4.4.1 Compensation Management
4.4.2 Benefits Management
4.4.3 People Engagement
4.4.4 Cross Cultural Management
4.4.5 Labour Relations

Separate
4.5.1 Voluntary Exit
4.5.2 Involuntary Exit
4.5.3 Retirement
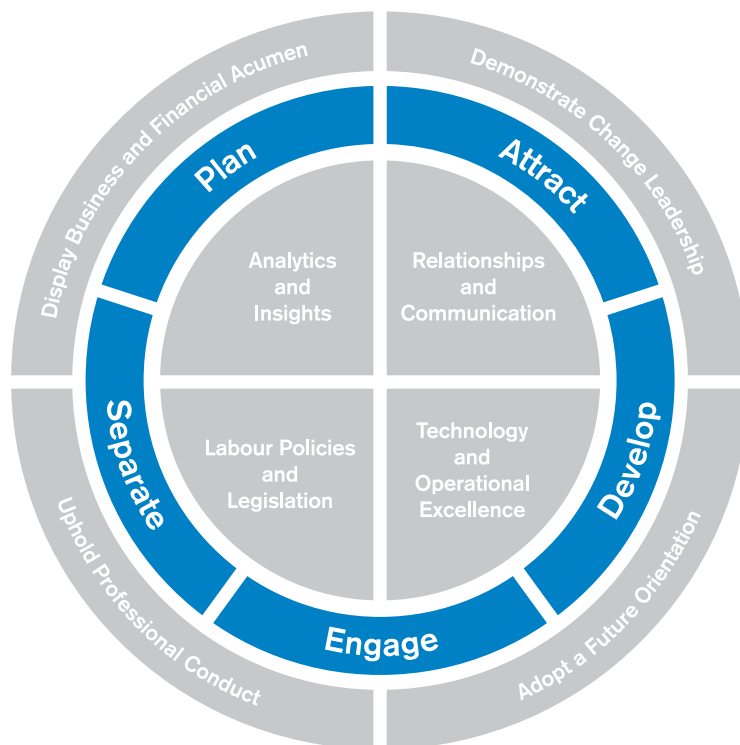
Plan | HR Strategy & Workforce Planning

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.1.1 HR Strategy & Workforce Planning Plan and manage the efficient and effective deployment of the organisation's manpower resources to maximise productivity in pursuit of organisational vision, mission, strategy and plans.	• <u>Propose, plan and execute HR strategy</u> and plan **within the approved budget**. • Align all employee lifecycle activities to the overall HR strategy and plan. • Propose, plan and execute HR initiatives that balance and meet the ***needs of the people***, **business or organisation**. • Identify the data sources to gather and prepare relevant workforce data to <u>perform workforce gap analysis</u>. • Collaborate with business leaders to model and refine the current workforce profile, and <u>project the future skills demand and supply</u>. • Develop annual recruitment plans for the purpose of filling resource gaps or redeploying resources based on skills. • Interpret the political, economic, social, technological, legal, environmental issues and <u>assess the implications on strategic workforce planning</u> for the organisation. • Analyse strategic workforce planning information and **advise business leaders** on the range of resource planning options. • Calculate and **analyse cost and headcount implications** resulting from proposed strategic workforce plan and recruitment plan. • Manage manpower cost and cost to hire **within the approved budget**.	• Work with business leaders to develop and **align HR strategy and plan to organisation's current and future strategy and business objectives or goals**. • Develop the **financial budget** for **people-related spend** on implementation of employee lifecycle activities and maintenance of HR operations. • Promote activities and decisions that balance and meet the ***needs of the people*** as well as the **needs of the business or organisation**. • Design the workforce planning approach and methodology, taking into consideration the size and skills of the workforce, **financial budget**, and the nature and complexity of the organisation. • **Collaborate with business leaders** to review current and future talent supply and demand in terms of manpower and bench strength of capabilities. • **Advise senior business leaders** on strategic resourcing options and approaches to address manpower shortfalls or surpluses. • **Manage headcount strategically against the business needs**. • Apply strategic workforce planning tools and techniques to <u>plan for long- term manpower and future capability</u> needs to deliver against the organisation's strategic objectives.

Legend
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· **Displaying Business and Financial Acumen**   · *Demonstrating Change Leadership*
· <u>Adopting a Future Orientation</u>   · ***Upholding Professional Conduct***

Plan | Organisation Development

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.1.2 Organisation Development Design or change the way an organisation is set up (structure, people, process, and system) to deliver its vision, mission, strategy and plans in an effective and efficient manner.	• Conduct organisational diagnosis to assess and analyse the current state and *identify opportunities for organisation development and/ or change interventions*. • *Propose, plan and execute organisation development and/ or change interventions* to drive and facilitate organisation development and/or change. • Monitor the progress and *evaluate the effectiveness of organisation development and or change interventions*. • Execute *broad-based communications strategy* to articulate the business case, importance and impact of organisation development and/ or change interventions on the overall business objectives. • Conduct stakeholder analysis and execute stakeholder engagement activities to manage highly influential stakeholders to support organisation development and/ or change interventions.	• *Develop the business case for organisational development or change interventions* to enhance the operational resilience and effectiveness of the organisation. • Recommend or design organisational change diagnostic tools to assess the organisation's capability and agility to respond to organisational changes. • <u>Align</u> organisation development and/or change interventions to business strategy, needs and goals. • *Establish an organisation development or change management delivery model* that addresses all the organisational development and change management needs. • *Engage* sponsors, leaders and key stakeholders for sponsorship and alignment on the rationale and key benefits of organisational development and/or change efforts.

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Attract | Sourcing

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.2.1 Sourcing Source for the right candidates by building a compelling employer brand, setting hiring standards, and accessing a range of recruitment channels to maximise the effectiveness of sourcing.	• Execute initiatives to deliver the employer branding strategy and promise through *collaboration with internal and external stakeholders*. • Design employer branding collateral by working with organisation's marketing and corporate communications team. • Incorporate employee value proposition in all the employee lifecycle activities to deliver the employer brand promise. • Recommend hiring standards, selection criteria and job requirements (knowledge, skills and experience) to fulfill the current and future business plans of the organisation. • Execute recruitment plans **in collaboration with business leaders** to ensure open positions are successfully filled. • Develop a database of contacts to facilitate access to potential recruits of the organisation to allow proactive and immediate sourcing of qualified candidates when the need arises.	• Align the organisation's employer branding strategy to overall organisation's branding strategy to ensure consistency in employee and external stakeholder experience. • Align all the employee lifecycle activities and staff related activities to the employer brand and employee value proposition. • Establish hiring standards in **consultation with business leaders** to source for potential candidates for recruitment of senior positions to meet the current and future business and leadership requirements. • Monitor and evaluate the merits and appropriateness of various recruitment channels for sourcing of candidates with future-ready skills and capabilities to identify the most effective recruitment channels. • Build a network of senior industry and professional contacts and a strong personal brand as a senior HR professional to attract senior candidates to seek employment with the organisation when the need arises.

Attract | Selecting

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.2.2 Selecting Select candidates with the right competencies, experience and culture-fit through effective and cost efficient screening and assessment processes.	• Advise hiring managers on the principles of ***fair and unbiased*** employment selection practices. • Recommend and deploy a range of assessment tools, techniques and technology solutions for hiring managers to evaluate the job-fit of candidates in order to reduce time taken to hire and **manage hiring costs within the approved budget**. • Analyse all information gathered from the screening and assessment process to support hiring managers in making decisions on offers of employment.	• **Prioritise hiring spending** to invest for future-ready skillsets that the organisation needs. • Design a screening and assessment approach using a combination of screening criteria, assessment tools, techniques and technology solutions to assess candidates in a **cost efficient and effective** manner. • Advise business leaders on the principles of ***fair and unbiased*** employment selection practices as well as how they should be **aligned to current and future business needs**. • Interview senior candidates and recommend suitably qualified candidates to business leaders for offers of employment. • Monitor and evaluate the effectiveness of the assessment process and recommend <u>continuous improvement actions</u>.

Attract | Securing

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.2.3 Securing Securing choice candidates by positioning the organisation as an employer of choice that candidates will want to work for.	• *Design a unique and compelling employer brand and employee value proposition* to establish a differentiated and distinctive organisational brand in the market. • Articulate an **employee value proposition** that is simple to understand, differentiated from competition, and has a strong rational and emotive appeal to choice candidates. • Communicate the employee value proposition to choice candidates through letters of employment, verbal communication and persuasion, as well as *leveraging on advocates* from the business to reaffirm the employee value proposition. • Put together offers of employment that take into account internal and external compensation equity, and communicate offers of employment in a persuasive and professional manner to secure acceptance of employment offers.	• *Advocate and influence others to be advocates* of the employee value proposition to strengthen the employer brand in the market. • Advise hiring recommendations of senior candidates in consultation with business leaders, **taking into account existing business considerations** and <u>future business needs</u>. • Approach senior candidates targeted for offers of employment with skill by creating persuasive and compelling offers to secure acceptance of employment offers.

Attract | **Onboarding**

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.2.4 Onboarding Onboard new joiners through well-designed orientation, induction, and assimilation programmes to help them become effective contributors quickly.	• Design and deliver impactful orientation programmes for new joiners to facilitate their onboarding experience and help them to be familiarised with the organisation. • Gather feedback from new joiners about their onboarding experience so as <u>to take proactive actions to address areas for improvement</u> in a timely manner. • Facilitate assimilation of new joiners into the organisation and team through **engagement with business units to understand business needs** and job requirements. • **Collaborate with business leaders** to help new joiners assimilate into the organisation quickly.	• Monitor the employee engagement level of new joiners to identify key drivers of engagement. • Monitor the turnover rate of new joiners to identify key reasons of leaving in order to <u>continuously improve</u> the way the organisation aligns expectations of the organisation and future new joiners.

Develop | Learning and Development

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.3.1 Learning and Development Construct learning and development programmes to equip people with the right capabilities and prepare them well for the work they are assigned to perform.	• Conduct learning needs analysis to assess their current capabilities and areas of development required to deliver against the **organisation's strategy, business restructuring and** <u>future plans</u>. • Develop customised learning and development strategies, plans and curricula to <u>improve overall workforce capabilities for current and future roles, and to promote lifelong learning</u>. • Recommend and implement <u>innovative and creative learning and development channels and technology</u> to engage learners and increase the effectiveness of learning and development interventions. • Equip supervisors and line managers with the skills and tools to mentor, train and provide job coaching. • Analyse <u>learning effectiveness evaluation data</u> to derive insights on the effectiveness and return on investment of learning and development programmes and <u>recommend improvement actions to improve workforce capabilities</u>.	• **Engage with business leaders to seek clarity on business strategy** and develop organisational learning and development strategies based on organisation's current and future business and skill requirements. • **Develop financial budget** for learning and development and **prioritise spending** to invest on strategic organisational capabilities to **enable current and future business strategy and objectives**. • **Showcase financial budget** and **return of investment** on all learning and development interventions. • Monitor and **assess the business impact of learning and development strategy** and programmes in developing organisation capabilities to meet current and <u>future business needs</u>.

Develop | Career Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.3.2 Career Management Develop organisation-wide career development policy, framework and programmes for people to develop meaningful careers during their tenure in the organisation.	• Design career pathways and planning toolkits to ***help workforce understand** their career development options* in the organisation. • Plan and execute organisation-wide communications activities to build awareness and understanding of the career structure and options available in the organisation. • Coach line managers and supervisors to provide consistent career development advice and to <u>develop and groom workforce to meet future business or organisational needs</u>. • Gather feedback on the effectiveness of the organisation's career development framework, policy, and programmes in shaping workforce's career progression and <u>recommend areas for improvement</u>.	• Establish organisation-wide career development framework, policy and programmes as a key component of employee value proposition. • **Engage with business leaders to seek clarity on business strategy** and <u>coach business leaders</u> to steer career goals and aspirations of the workforce towards greater **alignment with the current and future business needs**. • <u>Develop career development strategies</u> that build a strong local core of people to <u>address</u> the organisation's current and <u>future business needs</u>. • **Monitor and evaluate the costs** and effectiveness of career development programmes **against people engagement level and turnover rate** and develop <u>continuous improvement actions</u>.

Develop | Performance Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.3.3 Performance Management Establish organisation-wide performance management policy, framework and processes that fairly reflect the relative performance of people so that performers are appropriately rewarded and non-performers are dealt with through improvement plans or planned exits.	• Develop and implement performance management framework, policies and processes that are robust and objective. • Provide support to middle and senior managers to cascade and communicate their key performance indicators to their team members and develop performance goals that are **aligned to business requirements**. • *Deliver effective communications* on performance management programmes and policies to the people, ensuring that they understand how they will be evaluated, rewarded, or developed, according to their performance evaluation. • Provide communications toolkit and support to middle and senior managers to communicate performance evaluation ratings to their individual staff professionally on a one-to-one basis. • Plan and execute organisation-wide communications activities to communicate organisation-wide performance management system. • Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by employees. • Maintain proper records of performance reviews and ***ensure sensitive information is securely stored or destroyed for privacy and confidentiality***. • Monitor and evaluate the effectiveness of performance management system and its related communications efforts by analysing data and feedback and developing <u>continuous improvement actions</u>.	• **Engage with business leaders to seek clarity on business strategy** and co-develop organisational key performance indicators that are aligned to business strategy and objectives for senior leaders. • Provide support to senior leaders to cascade and communicate their key performance indicators to their staff and develop performance goals that are <u>aligned to business current and future needs</u>. • *Provide support or coach senior leaders* to communicate performance evaluation ratings to their individual staff professionally on one-to-one basis. • *Provide communications support* or coach senior leaders to communicate organisation-wide performance and changes (if any) to organisation's overall rewards philosophy. • Consult and work with Industrial Relations or Employee Relations specialist to resolve any grievances related to performance evaluation outcomes raised by senior leaders or stakeholders.

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Develop | Talent Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.3.4 Talent Management Manage high-performing individuals to retain and develop them for mission-critical or pivotal roles within the organisation.	• Plan and execute talent management framework and processes to **identify, develop and retain talent to meet the current and future organisation needs**. • Recommend and deploy assessment tools to <u>identify</u> high-performing individuals and <u>high potentials as talents</u> of the organisation. • Implement HR initiatives that balance and meet the ***needs of the people*** as well as the **current and future needs of the organisation**. • Facilitate talent review sessions to identify talent with key stakeholders based on organisation's ideal talent profile using recommended assessment tools. • Gather and <u>analyse talent related data to derive insights</u> on the effectiveness of talent management programmes, incorporating <u>feedback</u> from individuals in the programme and stakeholders for <u>continuous improvement</u>.	• <u>Develop a strategic talent management framework</u> to identify talent profile, develop key talent and retain the right talent to <u>meet the current and future organisation needs</u>. • *Enable business leaders to coach and mentor talent.* • *Mentor senior level talent* to identify their drivers of engagement, monitor their engagement level and make formal and informal efforts to retain talent. • <u>Assess</u> the current capabilities of talents versus the <u>capabilities required for the future</u> to provide insights on potential gaps, and recommend ways to address the gaps through a talent management programme.

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Develop | Succession Planning

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.3.5 Succession Planning Create a plan to ensure individuals are identified and groomed to take over mission-critical or pivotal roles so as to ensure the continuity of the organisation and to steer the organisation forward into the future.	• Implement succession plans by **working with business leaders** to identify and groom individuals to take over mission-critical roles and pivotal positions within the organisation. • Maintain an accurate record and reporting of succession plans and potential successors. • Integrate succession plans into talent management programmes to ensure they are holistic and coherent.	• **Engage with senior business leaders** to evaluate the ongoing viability of the succession plans. • **Develop guiding principles with business leaders** to advise on business critical positions for succession planning that would meet current and future business needs. • **Map business-critical roles** of the business leadership and pivotal positions of operational management to assess the organisation's vulnerabilities. • Construct robust and comprehensive succession plans, taking into account current and future business plans to build talent and leadership pipeline that is sufficient for business continuity.

Engage | Compensation Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.4.1 Compensation Management Develop and administer compensation strategies to attract, motivate and retain workforce.	• Conduct salary study to support recommendations on compensation structure that aligns to the industry range and **meets the organisation's financial budget**. • Resolve issues or address questions related to payroll policies and procedures to ensure workforce are paid in accordance with agreed employment terms and conditions. • Translate compensation structure through job analysis and evaluations, employee feedback and external industry analysis to ensure that compensation remains relevant for the business and is market-competitive.	• Align organisation's compensation management policies and practices to **organisation needs**. • Translate compensation management policy and strategy into salary grid, grade structures, and compensation programmes that would incentivise workforce based on the role expectations. • Provide consultative support and deliberate decisions with senior stakeholders for cases where the compensation management deviates from policies and processes.

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Engage | Benefits Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.4.2 Benefits Management Develop and administer non-monetary compensation to enhance the organisation's employee value proposition.	• Benchmark benefits with other comparable organisations. • **Design and implement benefits**, including health and wellness programmes, that would meet the _**needs of the workforce**_ and **within the approved budget**. • Plan and implement activities to communicate the benefits offered by the organisation. • _Cultivate a healthy workforce_ by implementing health and wellness related programmes.	• **Design benefits package** that meets employee profiles and **organisation's budget** and which is **aligned to organisation's employer brand and employee value proposition**. • **Measure the impact and relevance of the benefits**, including health and wellness programmes. • _Secure stakeholders' commitment_ and investment in support of benefits policy, including health and wellness programmes, to assure longer term success and <u>sustainability</u> of such programmes.

Engage | People Engagement

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.4.3 People Engagement Engage workforce to ensure they have positive emotional connections to the organisational values and purpose, and motivate them to deliver superior performance in pursuit of organisational goals and objectives.	• Derive meaningful insights from the employee engagement analysis. • <u>Translate the insights</u> gained from employee engagement tools and <u>recommend corrective or improvement actions</u>. • Facilitate action planning discussions with business leaders to <u>identify corrective or improvement actions</u> and resources to implement the action plans. • Provide support to business leaders in rolling out activities to communicate progress of the employee engagement activities.	• _Provide strategic inputs_ to employee engagement strategy, approach and measurement tool by **recommending employee engagement drivers that have high impact on driving workforce performance**. • _Coach senior leaders_ to champion and drive employee engagement programmes and communications activities. • Review the effectiveness of employee engagement programmes and communication plans, and <u>recommend areas for improvements</u> based on employee feedback and learning from industry best practices.

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Engage | Cross Cultural Management

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.4.4 Cross Cultural Management Manage work teams in ways that consider the differences in cultures, practices and preferences in a work context.	• Incorporate diversity and inclusion principles into HR policies and translate the policies into day-to-day practices at workplace. • Plan and execute diversity and inclusion related activities that are compliant with diversity and inclusion policies and embrace diversity and inclusion culture. • Contribute towards building the corporate branding for diversity and inclusion in all communications with stakeholders, **_respecting differences_** in perspectives and opinions, and working towards a mutually agreed outcome. • Promote effective working relationships with people of diverse race, language, religion or cultures, **_embracing differences in perspectives, traditions and culture_**, and adopting an **_open mindset_** at all times.	• Advocate diversity and inclusion campaigns to raise awareness and _foster_ an **_inclusive employment culture_**. • Identify opportunities to raise the corporate branding and profile around diversity and inclusion through communications with internal and external stakeholders. • _Champion HR activities_ with a **global mindset** while being aware of local culture sensitivities and needs.

Engage | Labour Relations

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.4.5 Labour Relations Manage individual and collective relationship between an organisation and its workforce to achieve work harmony, productivity, and progress towards organisational goals and objectives.	• Identify and synthesise relevant information required to support union and employee negotiations. • **Outline the business impact and risks** in connection with labour relations, including ethical, legal and regulatory requirements, to support union and employee negotiations.	• _Engage in key negotiations and foster constructive working relationships_ with trade unions, work councils, employee forums and similar bodies, on a range of labour-related issues to _achieve desired and acceptable outcomes for all stakeholders_. • Develop effective labour strategies that support, enhance and strengthen the working relationships between all parties, to secure desired performance of people to deliver organisational goals and objectives.

Legend
The HR Mindsets and Behaviours are inter-woven into the competency performance statements of the HR Foundational Competencies and HR Functional Competencies using differentiated fonts:
· **Displaying Business and Financial Acumen**   · _Demonstrating Change Leadership_
· Adopting a Future Orientation   · **_Upholding Professional Conduct_**

Separate | Voluntary Exit

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.5.1 **Voluntary Exit** Manage voluntary employee exits (such as resignations) to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	• Manage employee exit processes, including conducting exit interviews and administering exit clearance procedures. • Manage individual communications to evoke positive pride of association with the organisation upon employee exits.	• **Advise business leaders** on exiting employees in a professional manner, **taking into account organisational needs** and legal obligations. • **Demonstrate situational awareness** in managing individual and group communications regarding employee exits.

Separate | Involuntary Exit

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.5.2 **Involuntary Exit** Manage involuntary employee exits (termination by organisation, dismissal, termination due to economic restructuring, health, disability, death, etc.) to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	• <u>Develop and implement strategies to prevent redundancies</u> due to business restructuring, including process or job re-design, training or re-skilling and re-deployment. • Administer redundancy or individual severance programmes in accordance with labour and employment laws and regulations, and industry practices. • Coach managers in redundancy and severance processes, in accordance with established guidelines, and contractual and legal requirements. • Support affected individuals by providing and communicating relevant information about process, obligations around contractual and legal parameters and available post-exit assistance and options.	• **Evaluate the business impact of redundancy** on the organisation to ensure redundancy-related enterprise risks are considered and addressed. • Develop/Establish a **business case for alternate HR policies to minimise the impact of redundancies** due to business restructuring, including process or job re-design, training or re-skilling and re-deployment. • Manage organisation redundancy and severance programmes that are in accordance with organisation policies, relevant employment laws and regulations, as well as industry practices. • Support senior leaders to communicate redundancy decisions, concerns and options to affected individuals and business leaders in a professional and delicate manner.

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• <u>Adopting a Future Orientation</u>   • <u>***Upholding Professional Conduct***</u>

Separate | Retirement

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
4.5.3 Retirement Manage employee retirement to ensure separation is conducted in a professional manner, leaving employee with a positive association with the organisation upon their departure.	• Manage the administration of data that underpins the retirement process to ensure retiring employees are treated in a professional manner and in accordance to the relevant legislation. • Support retiring employees by the provision of meaningful and constructive information about the retirement process, their rights and obligations, and advise on post-retirement matters. • Implement strategies to support re-employment of employees beyond their retirement age based on the organisation's re-employment policies.	• **Evaluate the business impact of retirement** on the organisation to ensure enterprise-related enterprise risks are considered and addressed. • **Translate retirement policy into operational framework and processes**, keeping in view legal requirements, organisational needs and the well-being of retiring employees to instill a positive association with the organisation upon retirement. • Develop and drive re-employment strategies and policies to enable re-employment of employees beyond their retirement age.

Foundational Competencies
Analytics and Insights

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
5.1 **Analytics and Insights** Deploy a range of data mining tools and analytical techniques to create management information, business insights, and projections for HR and manpower planning purposes.	• Apply data governance concepts and principles to identify, collect and prepare data for analytics and HR metrics benchmarking. • Resolve data availability and data quality challenges with data cleansing techniques. • <u>Analyse financial and HR data</u> by employing data mining, modelling, predictive analytics, and benchmarking tools and techniques to <u>create insights and foresights to guide decision-making</u>. • <u>Correlate financial and HR data</u> to design HR metrics, identify causal relationships, analyse trends, develop forecasts and projections, and <u>draw insights and foresights for decision-making</u>. • *Develop insightful presentation* derived from data analytics and HR metrics benchmarking using dashboards or data visualisation tools. • <u>Keep abreast of local and global HR trends and developments</u> to provide further benchmarking insights on data analysis outcomes. • <u>Derive relevant insights</u> from analysis and <u>recommend enhancements</u> to the organisation's HR practices taking into consideration the business context and operating environment.	• **Perform trend analysis** by understanding the competitive environment in which the business interacts. • **Look across a series of data and anticipate implications of business activity on HR practices.** • <u>Perform market sensing</u> by obtaining and maintaining knowledge of competitive practices within relevant labour markets such as industry, local, and professional competitors. • Understand the business strategy and determine its implications on the workforce. • **Recommend HR strategies as a result of workforce implications of business strategy** and ensure that workforce requirements are fulfilled and both business and employees' interests are maintained. • Review and develop future-ready Human Resource policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic outlook and available support to **meet business needs**. • **Recommend HR policies, practices or strategies that competitively position organisation as an employer of choice.** • <u>Assess the extent of in-house HR analytics capability</u> and engage with external providers of benchmarking analytics services to <u>supplement identified gaps</u>. • Review employee data handling practices and processes to ***<u>ensure compliance with employee data protection policy and ethical guidelines</u>*** to ensure privacy of confidential employee data.

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Relationships and Communication

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
5.2 Relationships and Communication Manage relationships with people and communicate with impact and empathy so as to carry out the functional role of HR effectively.	• Plan and execute communication activities using the appropriate channels/ tools for the targeted audience. • Develop communication material/information kits for the HR programmes/ activities to convey desired messages clearly and effectively to the targeted audience. • *Present and communicate with impact and empathy through clarity in messages, and engaging audience through active listening and inquiry.* • Demonstrate ***empathy and respect*** when handling difficult conversations, dilemmas or paradoxes. • Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups. • ***Develop positive working relationships with people*** through strong inter-personal skills. • Establish credibility by gaining confidence of others through a demonstration of business and technical knowledge. • Build trust (being a trusted advisor) through assisting key stakeholders in solving people related issues successfully.	• Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organisation-wide communications strategy. • Communicate HR and business strategies using clear language that engages others in the view of the future. • Communicate an understanding of the business environment in order to <u>view problems and requests in the context of the long-term goals and objectives</u>. • ***<u>Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.</u>*** • Employ negotiation and conflict management skills to help different parties achieve their desired outcomes. • Understand organisational and individual challenges, help the senior leaders to define the problem and identify root cause of the people related issues. • Provide resources to advise senior leaders to determine the appropriate course of action in people related matters. • **Establish relationships with senior leaders to build trust and understand their needs.**

Technology and Operational Excellence

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
5.3 Technology and Operational Excellence Deliver effective HR services in a cost efficient manner through an optimal and customer-centric service delivery operating model.	• Review the range of HR services against their corresponding HR service delivery channels critically to <u>identify opportunities for continuous improvement</u> of service quality or **costs reduction**. • Implement and operate various aspects of the HR operating model to deliver HR services as set out in service management framework and in accordance with HR policies. • Implement HR transformation programmes to improve the effectiveness of HR service delivery and **cost efficiency** for the organisation. • ***<u>Adopt a service-oriented mindset and people-centricity</u>*** in dealing with workforce and business stakeholders.	• <u>Conduct a diagnosis of HR function effectiveness in addressing</u> the current and <u>future needs</u> of the business and the people. • Design a target operating model for HR by analysing the merits of different service delivery structure and system architecture, as well as by **assessing costs and benefits of adopting HR technology solutions**. • *Lead HR transformation programmes*, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service and operational excellence. • Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.

Labour Policies and Legislation

Sub-Competency	IHRP Certified Professional	IHRP Senior Professional
5.4 Labour Policies and Legislation Comply with employment laws and regulations that would impact the business and employees of the organisation.	• *Research* and apply prevailing labour policies, employment laws and regulations, including but not limited to tripartism, employment laws for foreign nationals, Fair Consideration Framework, and income tax compliance matters. • Support line managers in drafting and issuing employment contracts, taking into account all relevant statutory terms and benefits. • Communicate with employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, re-employment and termination guidelines.	• Advise on labour policies, employment legislation and their applications to senior business leaders to facilitate their understanding of compliance requirements. • ***<u>Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches.</u>***

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Advanced Competencies

Apply Business and Financial Acumen

Sub-Competency	IHRP Master Professional
6.1 **Apply Business and Financial Acumen** Using knowledge of key business drivers and important company data to make informed decisions with a keen appreciation of their impact on business outcomes.	**Organisational Leader:** • Formulate and shape the organisation's business strategy and enterprise risk management with senior business leaders and stakeholders by giving inputs related to business and people agenda. • Deliver credible and persuasive presentations to senior business leaders and stakeholders and display deep understanding of the business and industry. • Display professional maturity and executive presence in dealing with contentious or sensitive topics during discussion with senior business leaders and stakeholders. • Advise senior business leaders and stakeholders on the design of the organisation structure to enable business strategy and support the business objectives aligning to the organisation's vision, mission and goals. • Identify and assess an organisation's current and future core capabilities required to deliver against business strategy in a competitive operating environment and changing business landscape and economic conditions.
	Human Resource Leader: • Understand and interpret business and financial performance metrics from people's perspective to identify key challenges and root causes and recommend strategic solutions related to workforce performance. • Advise senior business leaders and stakeholders to invest strategically on people related matters where it has high impact on current and future workforce performance. • Evaluate impact of HR policies and programmes on workforce performance taking into consideration of the priorities, industry, size and complexity of the organisation as well as risks, costs and benefits to the organisation. • Lead the talent agenda by overseeing the development and strengthening of the talent bench strength and leadership pipeline in order to a build high performance workforce, meet succession needs and ensure business continuity and sustainability. • Articulate the alignment and impact of HR strategy, goals and initiatives on workforce, business and financial performance.
	People Leader (Employee Advocate): • Articulate organisation's rewards philosophy that includes employee value propositions, non-monetary rewards and performance based monetary rewards to motivate workforce and drive high performance.

Steer Organisational Culture and Change

Sub-Competency	IHRP Master Professional
6.2 Steer Organisational Culture and Change Lead and direct changes in organisational strategies, policies, structure, and culture, by providing effective and strong leadership.	**Organisational Leader:** • Champion organisational values and cultivate desired culture with other senior business leaders and stakeholders. • Identify strategies for managing and resolving organisational challenges in the areas of ethics, culture and performance. • Champion organisation development or change interventions to develop and increase organisational agility and drive high performance culture in the workplace aligning to organisation's strategy and objectives. • Provide clarity to the expected conduct and behaviours of all employees by ensuring behaviours are consistent with the values of the organisation. • Promote changes to the existing operating environment that positively impacts working relations and partnerships with internal and external stakeholders.
	Human Resource Leader: • Steer large scale organisational change or transformation programmes, acting as advisor and change champion. • Lead HR transformation programmes in pursuit of optimised workforce, HR technology and operational excellence in the delivery of HR services. • Formulate the overall learning and development strategy and lifelong learning philosophy through a multi-pronged approach to structured and unstructured learning, coaching, mentoring, and on-the-job training to cultivate a culture of lifelong learning, resilience and change agility. • Lead the team in managing complex organisational change and provide insights and guidance to deal with the resulting ambiguity to ensure minimal disruptions to the operations within the organisation and employees are engaged. • Recognise the business implications of upholding ethical principles and proper conduct, and cultivate a highly ethical work environment by holding the HR function to the highest standards of ethical and professional conduct.
	People Leader (Employee Advocate): • Articulate desired key behaviours premised upon organisational values and desired cultural traits to influence employees to embrace the values and desired culture. • Articulate the impact of changes to employees and change readiness of employees, provide strategic inputs and provide visible support in all communications initiatives to support change interventions and employee engagement initiatives.

Deliver Strategic Insights and Foresights

Sub-Competency	IHRP Master Professional
6.3 **Deliver Strategic Insights and Foresights** Synthesise business viewpoints that are future oriented to offer creative and effective solutions in solving strategic organisational issues.	**Organisational Leader:** • Evaluate the implications of the external environment (political, regulatory, economic, social, technological, legal) on the industry, organisation and people, and respond to challenges in an agile manner. • Provide industry trends and strategic insights across a range of internal business changes and imperatives (dealing with multi-generational workforce, adapting to the changing operating environment, operating effectively across cultures, harnessing innovation, managing digital and technology impact, and transforming HR) to enable senior business leaders and stakeholders to make decisions that help the organisation to be future-ready. • Scan the local, regional and international business landscape to identify emerging trends and develop long-term strategies, provide insightful perspectives and foresights so as to always take pre-emptive action to capitalise on new opportunities or navigate people-related risk and regulatory complexities. • Actively participate in professional associations, present thought leadership and insights, and share knowledge gained with others through various channels.
	Human Resource Leader: • Champion the adoption of workforce analytics (HR metrics and data analytics) as a business intelligence tool that enables sound and informed decision-making around workforce and people management. • Influence best practices by leveraging lessons learned from HR community and marketplace trends, setting the trend and innovating HR solutions to position the organisation as an employer of choice. • Keep pace with the latest trends and developments in HR concepts, tools, techniques, technology and innovative solutions so as to bring insights to enhance value of HR to businesses. • Provide strategic direction for HR function and initiatives based on insights derived from business performance metrics, HR metrics, and external industry benchmark data. • Integrate global best practices in formulating HR strategies to position the organisation as a recognised leader in the industry.
	People Leader (Employee Advocate): • Champion large-scale employee-related or HR initiatives that sets the trend in the industry and enhances the organisation's branding and position as an employer of choice in the industry.

Drive HR Business Partnering

Sub-Competency	IHRP Master Professional
6.4 **Drive HR Business Partnering** Partner with members of the executive suite to position the HR function as a key business enabler to achieving organisational goals.	**Organisational Leader:** • Serve as a trusted advisor to the business leaders by demonstrating business acumen, industry knowledge and forward thinking HR practices by working through business and operational issues and challenges. • Define the impact of current marketplace dynamics and current and future industry trends on the organisation's HR strategy and initiatives prior to implementation. • Provide effective governance and oversight to instill the necessary discipline in policy enforcement and issue resolution. • Help leaders and stakeholders in such a manner that both organisation's and employees' interests are protected.
	Human Resource Leader: • Position the HR function as a business partner with other business leaders by forging closer relationships and working collaboratively with them to add value to business and employee agenda. • Oversee the design and delivery of HR strategy and initiatives and ensure alignment of the HR imperatives to the organisation's strategic goals and business imperatives. • Apply a value-based or principle-based approach to dealing with dilemmas or paradoxes and being the "conscience" of the organisation in such situations.
	People Leader (Employee Advocate): • Advocate the people agenda in all matters to cultivate a culture where employees in the organisation are valued and engaged.

Engage and Manage Stakeholders

Sub-Competency	IHRP Master Professional
6.5 Engage and Manage Stakeholders Forming and maintaining relationships with both senior internal and external stakeholders, conducting and positioning oneself with decorum.	**Organisational Leader:** • Engage with members of the board and executive suite level on board-related and organisation group-wide issues. • Champion people related initiatives with senior business leaders and stakeholders to promote and enhance employee engagement across the organisation.

Notes

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