



INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

IHRP BODY OF COMPETENCIES





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1. 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)

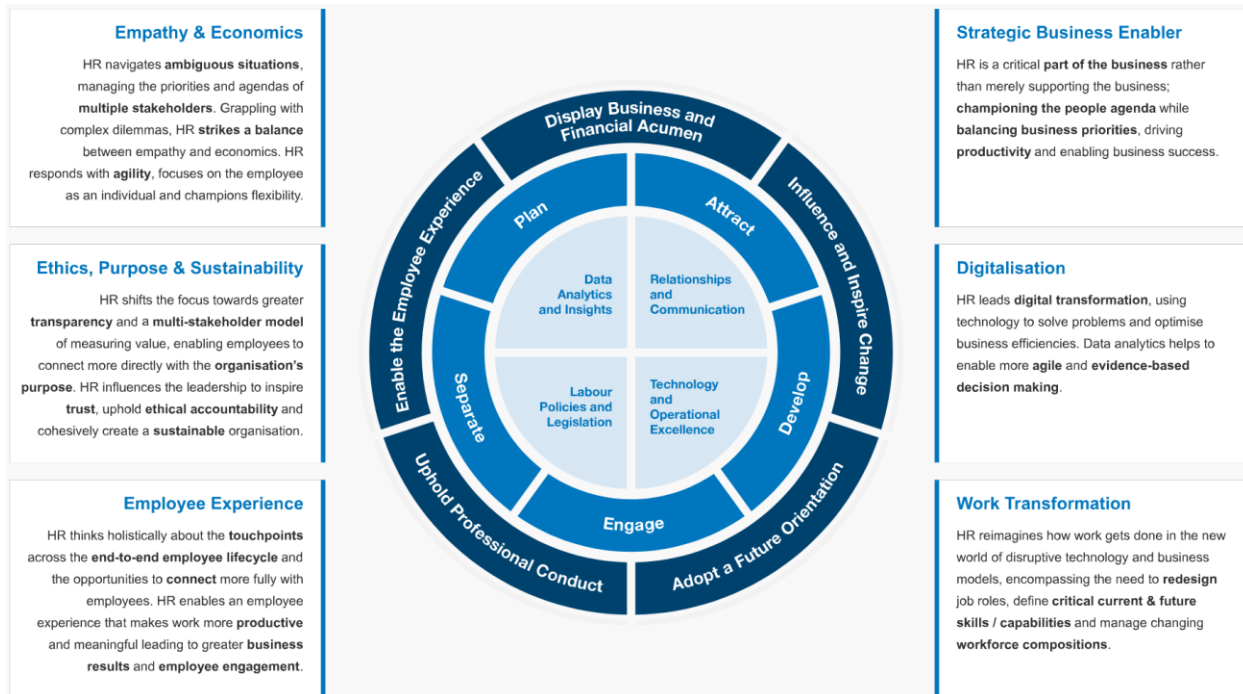
The IHRP Body of Competencies (BoC) outlines the competency standards required for HR professionals to be future-focused, ready to deliver impactful employee experiences and create sustainable value for the organisation. IHRP regularly monitors the trends in the HR landscape to identify opportunities to enhance and refine the IHRP BoC and certification programmes.

The BoC was first developed in 2016 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.

In alignment with global standards and to keep pace with changes in technology and the new world of work, IHRP refreshed its BoC in 2020 to ensure that the framework continues to reflect the future-focused competencies required of HR professionals. To find out more about the how the BoC was developed and refreshed, please visit the Context and Methodology page of the Body of Competencies section on the [IHRP website](#).




The IHRP-CA, IHRP-CP, IHRP-SP and IHRP-MP certifications are built upon the IHRP BoC.

The research and industry engagement methodology identified six key themes and trends which anchored the refinements made to create an inspirational, future-focused BoC. These six key themes and trends are reflective of the how the global environment is being disrupted by factors like technology, how the world of work is evolving and how employee and consumer expectations of organisations are changing.



Depending on your background, experience level and current role, you may use the BoC in different ways. Ultimately, the BoC aims to strengthen and professionalise HR practice in Singapore.

The personas in the table below provide an overview of how the BoC is relevant for different users:

 <p>Sarah HR Professional</p> <p>Focused on developing her capabilities and future-proofing her skillsets.</p> <p>Sarah can use the BoC to find out more about the types of competencies she may need to develop to make an impact as she progresses in her career path in HR.</p> <p>The BoC can guide her professional development and understand the competencies required to advance to higher IHRP certification levels.</p>	 <p>Mark In-house L&D HR Professional</p> <p>Thinking about how he supports his HR colleagues to develop the competencies they need for the future.</p> <p>The BoC can help Mark to understand the emerging trends which are influencing the competencies HR professional need to develop for the future. He can review the BoC's detailed proficiency level descriptors, which have been validated by seasoned HR professionals, to inform the development of internal frameworks and training programmes.</p>	 <p>Matthew Curriculum Developer at a leading Training Provider</p> <p>Creating new courseware materials to engage learners.</p> <p>As Matthew prepares the curriculum for his new course, he can refer to the BoC to inform the focus areas and content of his course materials to ensure these are relevant to emerging market trends and practices.</p>
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As part of the 2020 refresh an online, interactive version of the BoC was built on the IHRP website; we recommend visiting Body of Competencies section of [the IHRP website](#) where you will be able to easily navigate the various elements of the BoC. The BoC webpage will also feature corporate case studies, which reflect practical applications of these competencies.

2. Visual Framework of the IHRP BoC

The BoC is organised into three competency areas represented in the form of concentric circles.

It is this inter-relatedness of the various competencies, that when brought together holistically, will enable HR professionals to create value and deliver positive impact to the business.



HR MINDSETS & BEHAVIOURS

- These 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**.

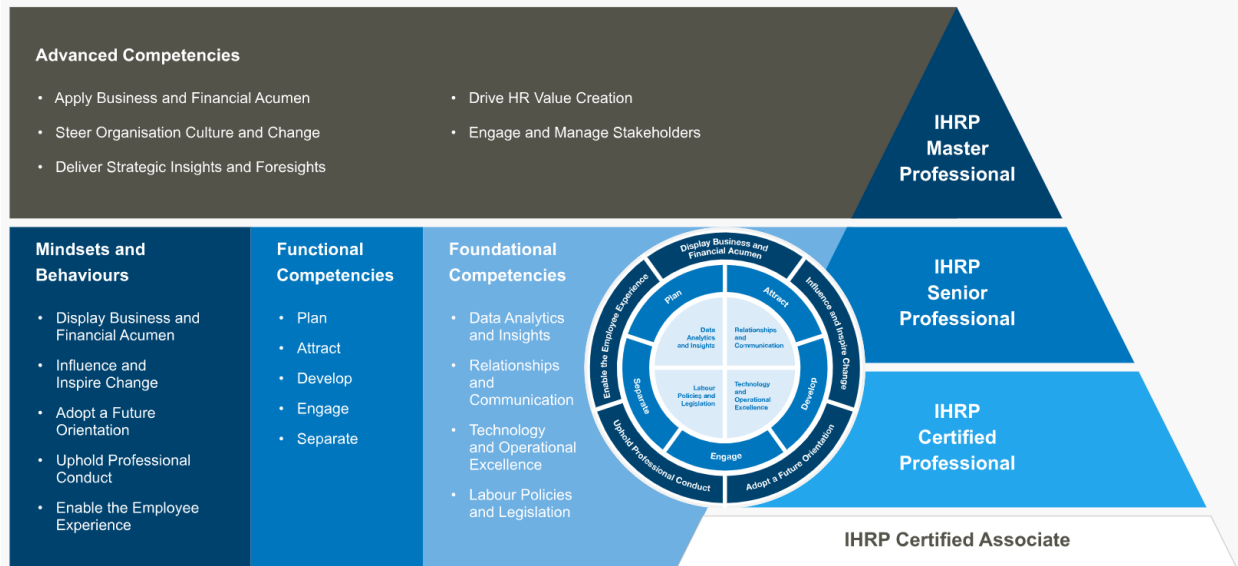
FUNCTIONAL COMPETENCIES

- They are required for HR practitioners to successfully deliver their functional roles. For each phase, the performance statements for **interrelated tasks** are set out in a way that, when taken as a whole, they deliver a **desired functional outcome** for the organisation.

FOUNDATIONAL COMPETENCIES

- The Foundational Competencies underpin and **span across** the HR Functional Competencies. They serve as **core enablers** supporting HR functional activities.

The refreshed BoC reflects the four IHRP certification levels, including the IHRP Certified Associate (IHRP-CA) level which was introduced in the earlier part of 2020. You can find out more about the different certification levels, and the related sub-competencies, in the tables and diagram below.



IHRP Certified Associate (IHRP-CA)	IHRP Certified Professional (IHRP-CP)	IHRP Senior Professional (IHRP-SP)	IHRP Master Professional (IHRP-MP)
New and aspiring HR professionals , or HR consultants. Also applicable for professionals and students who are interested in pursuing HR related roles	HR professionals with more than 2 years of HR experience and responsible for developing and implementing HR policies and programmes to deliver HR services and operate the HR function. Consultants at an equivalent experience level whose work is directly relevant to HR are also eligible	Seasoned and experienced HR leaders with responsibilities for leading a HR function, designing and developing HR policies and programmes, and providing day-to-day guidance to their teams for HR service delivery. Consultants at an equivalent experience level whose work is directly relevant to HR are also eligible	Top HR leaders from MNC, Public Sector and Small-Medium Enterprises, who are recognised and well-regarded by the HR community for their active contributions to the HR industry. They make up 1-2% of our IHRP Certified Community.

2.1 HR Mindsets and Behaviours

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.

HR Mindsets and Behaviours	Definition
Display Business and Financial Acumen	HR is a critical part of the business rather than playing a supporting role; there is an ever-increasing demand for HR professionals to demonstrate business and financial acumen as they seek to create HR initiatives which enable value creation and the implementation of business strategy.
Influence and Inspire Change	HR professionals are uniquely positioned to influence, create value and drive sustainable organisational change by providing effective leadership and coaching.
Adopt a Future Orientation	The HR function can play a pivotal role in driving innovation and enabling organisations to have an eye on preparing for the future as they manage current issues and uncertain situations.
Uphold Professional Conduct	HR professionals are in a privileged position, dealing with sensitive and confidential information, both at an individual level as well as at the organisational level. HR professionals are positioned to foster a culture of ethical, fair decision-making and behaviour across the organisation.
Enable the Employee Experience	The employee experience is the intersection of an employee's expectations, the environment and the events that shape their journey. The HR function plays an important role in crafting an employee experience which aligns with the organisation's purpose and values and drives productivity.

2.2 HR Functional Competencies

The Human Resource (HR) Functional Competencies are required for HR practitioners to successfully deliver their functional roles. For each phase, the performance statements for interrelated tasks are set out in a way that, when taken as a whole, they deliver a desired functional outcome for the organisation.

Competency	Definition
Plan	This relates to how the HR function designs and manages a HR strategy and workforce planning approach which enables value creation and the achievement of the organisation's purpose and business objectives. It also encompasses organisation development interventions and job redesign to prepare for change and build a sustainable organisation.
Attract	This relates to sourcing, acquiring and onboarding of suitably qualified talent into the organisation to enable the achievement of the organisation's business objectives.

Develop	This relates to the on-going investment by the organisation in developing the capability of its workforce required to deliver on its business objectives and future or growth plans. It encompasses learning and development, career development, performance management, talent management, and succession planning.
Engage	This relates to keeping the workforce of the organisation motivated to create value and deliver on business objectives. The functional activities span across core HR domains such as compensation and benefits management, people engagement, diversity and inclusion management, as well as managing workforce and labour relations.
Separate	This relates to 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 elects to retire from work respectively, whereas involuntary exits refer to dismissal, redundancy and termination due to performance or business needs and conditions.

2.3 HR Foundational Competencies

The Human Resource (HR) Foundational Competencies underpin and span across the HR Functional Competencies. They serve as core enablers supporting HR functional activities.

Competency	Definition
Data Analytics and Insights	Deploy a range of data analysis tools and techniques to derive actionable insights and communicate business implications.
Relationships and Communication	Manage relationships and communicate with impact and empathy to build trust, navigate complex business scenarios and carry out the strategic role of HR effectively.
Technology and Operational Excellence	Deliver effective HR services in a value-generating manner through a stakeholder-centric and technology-enabled service delivery operating model.
Labour Policies and Legislation	Comply with employment laws, regulations and tripartite guidelines and advisories that impact the business and employees of the organisation.

2.4 HR Advanced Competencies

Competency	Definition
Apply Business and Financial Acumen	Apply knowledge of key business drivers and internal and external data points to inform decision-making and formulate strategic recommendations, focusing on value creation and the enablement of business strategy.
Steer Organisation Culture and Change	Lead, direct, inspire and enable changes in the organisation's culture, by providing compelling and impactful leadership.
Deliver Strategic Insights and Foresights	Synthesise viewpoints that are future-oriented to offer agile, creative and effective solutions which solve strategic organisational issues.
Drive HR Value Creation	Design and manage the HR function to maximise the value created for the organisation and the impact on employee experience.
Engage and Manage Stakeholders	Form, maintain and cultivate relationships with both senior internal and external stakeholders, conducting and positioning oneself with respect and influence.

3. HR Mindsets and Behaviours

HR Mindsets and Behaviours	Definition
<p>Display Business and Financial Acumen: HR is a critical part of the business rather than playing a supporting role; there is an ever-increasing demand for HR professionals to demonstrate business and financial acumen as they seek to create HR initiatives which enable value creation and the implementation of business strategy.</p>	<ul style="list-style-type: none"> • HR professionals need to proactively understand business imperatives, identify problems and mitigate risk. This extends to analysing the impacts of external and internal factors. • HR professionals need to be resourceful and innovative to formulate solutions, such as Flexible Wage Systems, that have strong linkages to a business purpose, impact or objectives. • HR professionals should be comfortable navigating business and financial metrics, terminology and technology to persuasively demonstrate the impact and benefits of HR initiatives. • These mindsets apply equally to HR professionals in the public sector and non-profit organisations, albeit in different organisational contexts and objectives.
<p>Influence and Inspire Change: HR professionals are uniquely positioned to influence, create value and drive sustainable organisational change by providing effective leadership and coaching.</p>	<ul style="list-style-type: none"> • HR professionals should be proactive and bold, seeking to bring forward future-focused and innovative viewpoints recommendations to business leaders. • HR professionals should be able to build trust and credibility as they navigate relationships with multiple internal and external stakeholders. • HR professionals need to be open to receiving and responding to feedback from stakeholders, as they put forth recommendations and develop HR initiatives. • HR professionals can maximise their influence and impact by using evidence and persuasive communication to build compelling business cases. • HR professionals should act as enablers, coaching business leaders and line managers to develop the capabilities required to enable sustainable organisational change. • HR professionals need to think about how to enable successful, sustainable organisational change, considering how to deploy communication approaches and change management interventions in different contexts. • 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.
<p>Adopt a Future Orientation: The HR function can play a pivotal role in driving innovation and enabling organisations to have an eye on preparing for the future as they manage current issues and uncertain situations.</p>	<ul style="list-style-type: none"> • HR professionals need to collaborate with business leaders and line managers to create a workforce that is adaptable, resilient and equipped with the capabilities and tools to navigate ambiguous, continuously changing environments. • HR professionals need be agile, proactive and focused on driving innovation and disruption, going beyond reacting to requests and resolving immediate issues. HR should play a key role in shaping the organisation's transformation agenda.

	<ul style="list-style-type: none"> • This also implies having a forward-looking perspective of HR-initiatives, demonstrating the aspiration to be part of a leading HR function. HR professionals need to find the balance between agile and process-driven responses. • HR professionals should focus on demonstrating creativity as they seek to embed iterative, continuous improvements. This can include analysing emerging business and workforce needs, keeping abreast of emerging trends and leveraging on analytics to provide forecasts and projections to plan for the future.
<p>Uphold Professional Conduct: HR professionals are in a privileged position, dealing with sensitive and confidential information, both at an individual level as well as at the organisational level. HR professionals are positioned to foster a culture of ethical, fair decision-making and behaviour across the organisation.</p>	<ul style="list-style-type: none"> • HR professionals should advocate the importance of upholding ethics and acting with integrity across the organisation, seeking to minimise risk for the organisation. • HR professionals need to uphold professionalism, acting with integrity and remaining objective, whilst demonstrating empathy as they navigate complex decisions and situations. • HR professionals should seek to embed fair and inclusive principles into HR initiatives and organisational policies and processes; this is increasingly important as technology tools and data analytics are deployed to inform or automate decision making and processes. • 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. This also extends to championing the concept of lifelong learning and supporting the development of people's potential with empathy and compassion.
<p>Enable the Employee Experience: The employee experience is the intersection of an employee's expectations, the environment and the events that shape their journey. The HR function plays an important role in crafting an employee experience which aligns with the organisation's purpose and values and drives productivity.</p>	<ul style="list-style-type: none"> • HR professionals need to think holistically about how to shape the touchpoints across the end-to end employee lifecycle to create a compelling employee experience which makes work easier, more productive and more meaningful for employees. • Similar to the approach which businesses take to the customer experience, HR professionals should adopt an end-user focused approach when developing and executing HR initiatives. This extends to understanding the increasingly diverse needs of different workforce segments. • HR professionals need to coach and support stakeholders across the organisation, including business leaders and line managers, to enable the sustainable delivery of a compelling employee experience. • HR professionals need to design solutions which create sustainable impact and solve problems across the organisation. HR professionals should seek feedback to drive continuous improvement.

4. Functional Competencies

Plan

HR Strategy & Workforce Planning

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.1 HR Strategy & Workforce Planning</p> <p>Design and manage a HR strategy and workforce planning approach which enables value creation to achieve the organisation's purpose and business objectives with the desired employee experience.</p>	<ul style="list-style-type: none"> Support the execution of HR initiatives in line with the organisation's HR strategy. Gather data and feedback from employees and line managers to measure the impact of HR initiatives. Collect and clean data required for strategic workforce planning and manpower analyses. Support engagements with line managers to gather information related to business objectives or goals and growth plans which will impact strategic workforce and manpower planning outcomes. Source information and data to <u>inform research on the political, economic, social, technological, legal and environmental issues</u> which may impact strategic workforce planning outcomes. Assist with the preparation of cost and headcount implication calculations of strategic workforce plans and manpower plans. 	<ul style="list-style-type: none"> Propose, plan and execute HR initiatives in line with the organisation's HR strategy and within the approved budget. Review all employee lifecycle activities to validate alignment with the organisation's HR strategy and desired employee experience. Measure the impact of HR initiatives to understand value creation and the end user experience, identifying ways to drive iterative, continuous improvements. Collaborate with other business stakeholders to design work spaces and ways of working which enable employees to thrive and drive productivity. Collaborate with employees, line managers and business leaders to <u>identify emerging ways the HR function can be disrupted to drive value creation, innovation and productivity.</u> Identify the relevant data sources to perform strategic workforce and 	<ul style="list-style-type: none"> Establish a HR strategy which enables the organisation's purpose, business objectives and desired employee experience, collaborating with business leaders to determine how HR can enable the implementation of business strategy and the creation of a sustainable organisation. Evaluate the organisation's HR strategy to measure how it meets the needs of, and creates value for, the business, customers, external stakeholders (e.g. communities or society) and employees. Propose ways to <u>adapt and transform the HR function, strategy and initiatives in an agile way to drive productivity, innovation and build employee resilience to enable the organisation to respond to ambiguous situations.</u> Collaborate with other functions, such as operations, facilities or IT, when designing HR strategy and initiatives to find opportunities for synergies and ways to collectively maximise impact and enable business continuity. Evaluate how HR strategy and initiatives

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:

- **Display Business and Financial Acumen**
- Adopt a Future Orientation
- *Influence and Inspire Change*
- **Uphold Professional Conduct**
- *Enable the Employee Experience*

manpower planning analyses.

- Identify ways to introduce tools and technologies which can automate or introduce data analytics to strategic workforce planning and manpower planning processes.
- Analyse and model current workforce composition and talent supply and demand, to identify high-impact job roles and skillsets which will drive growth.
- Interpret the political, economic, social, technological, legal and environmental issues and assess the implications on strategic workforce planning for the organisation.
- Analyse strategic workforce planning information, working together with business leaders to review the range of resource planning and other workforce strategy options, considering how changing workforce compositions (e.g. using “gig” workers) could be leveraged.
- **Analyse cost and headcount implications** resulting from proposed strategic workforce plan and manpower plans.
- *Design a change management approach* to proactively support line managers and employees who are likely to be impacted by strategic workforce and manpower plans, *considering how to*

enable employee safety, considering what “safety” means in different contexts or workplace environments for a diverse group of employees.

- Establish and manage the **financial budget** for **people-related spend** on the implementation of HR initiatives across the employee lifecycle and the maintenance of HR operations.
- Guide the development and implementation of HR initiatives which align with the HR strategy, adopting an **end-user focus** to create and iterate solutions which have a clear purpose, drive innovation and solve problems.
- **Evaluate how HR strategy and initiatives the touchpoints across the end-to-end employee lifecycle are making work safe, purposeful and productive for different employee groups / personas.**
- Determine HR’s role in shaping work spaces (e.g. in terms of look, feel, technology enablement and location) and designing ways of working (e.g. flexible or part-time working), **to create an employee experience which enables employees to thrive and drives productivity.**
- Guide other members of the HR team to find a balance between agile and process-driven responses as they

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- ***Enable the Employee Experience***

ensure employees feel empowered to understand how they can make an impactful contribution through their role.

- Manage manpower cost and cost to hire **within the approved budget.**

implement HR strategy and respond to evolving, ambiguous situations.

- Design the strategic workforce and manpower planning approach, methodology and cadence, taking into consideration the size and capabilities of the workforce, **financial budget**, and the nature and complexity of the organisation.
- Collaborate with business leaders to evaluate current and future workforce composition, reskilling and job redesign requirements and talent supply and demand, considering the impacts of evolving workplace environments and employment types (e.g. increasing deployment of “gig” workers and part-time contractors).
- Oversee the application of strategic workforce planning tools and techniques, including the deployment of data analytics, to plan for long-term manpower and future capability needs to deliver against the organisation’s business objectives.
- Lead discussions with businesses leaders to align on strategic resourcing options and workforce strategies to address manpower or competency shortfalls or surpluses, **in line with business objectives and growth plans.**
- Oversee the management of headcount strategically against the **business needs.**

Legend

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Plan

Organisation Development

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.2 Organisation Development</p> <p>Design or change the way an organisation is set up (structure, people, process, and system), and the culture this creates, to deliver on the organisation's purpose and business objectives.</p>	<ul style="list-style-type: none"> Collect and prepare data and information for organisational diagnosis. Support the collation of data and information to support the preparation of business cases for organisational development or change interventions. <i>Develop communication and change management collaterals</i> to enable the implementation of organisational development or change interventions. Respond to queries regarding organisational development or change interventions. <i>Monitor and escalate any issues or feedback received</i> on organisational development or change interventions. Collect data and information to assist with monitoring progress against success metrics for organisational development or change interventions. 	<ul style="list-style-type: none"> Conduct organisational diagnosis and data analyses to review the current state. Build the business case, using data to demonstrate linkages and impact, and communicate the rational for organisation development or change interventions. <i>Plan and execute organisation development and/ or change interventions</i> to drive and facilitate organisation development and/ or change. <i>Execute a broad-based communications and change management strategy</i> to articulate the business case, importance and impact of organisation development and/ or change interventions on the organisation's overall business objectives. Conduct stakeholder analysis and <i>execute stakeholder engagement activities to manage highly influential stakeholders to support</i> organisation development and/ or change interventions. Collaborate with stakeholders across the 	<ul style="list-style-type: none"> <i>Engage with business leaders</i> and review organisational diagnosis outcomes to identify opportunities to drive forward the organisation's purpose and business objectives by implementing organisational development or change interventions. Evaluate <u>external macro trends and conduct scenario planning to inform long-term</u> organisational development or change priorities. Recommend or design organisational change diagnostic tools <u>to assess the organisation's capability and agility to respond to organisational changes.</u> <i>Establish an organisation development or change management delivery model</i> that enables HR to deliver organisational development or change <u>at speed and scale to drive resilience and agility.</u> <u>Evaluate the potential to integrate technology</u> to enhance organisational development or change interventions and delivery models.

Legend

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HR and broader business functions *to identify and mitigate any roadblocks* to organisational development or change interventions.

- Monitor and analyse the implementation of organisational development or change interventions to assess impacts on the organisation's culture.
- Evaluate organisational development or change interventions against success metrics to determine effectiveness and improvement areas.

- Guide the *integration of drivers across organisational development or change interventions which will reinforce individual behaviours* which align with the organisation's culture, purpose and vision.
- *Engage sponsors, leaders and key stakeholders for sponsorship and alignment* on the rationale and key benefits of organisational development and/or change efforts.
- Establish processes and success metrics to measure the impact of organisation development and change interventions and drive iterative, continuous improvement.

Legend

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Plan

Job Redesign

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.3 Job Redesign</p> <p>Evaluate the structure and design of job roles in order to maximise productivity, leverage technology and create purposeful job roles which meaningfully engage employees.</p>	<ul style="list-style-type: none"> Support the implementation of the organisation's job redesign diagnosis methodology, using approaches such as time and motion studies, on site observation studies, employee surveys, user interviews, process reviews etc., to collect data and insights for the identified function areas on the work that needs to be done and how it is carried out. <u>Conduct research to collate information on technology tools, workspace designs or process or policy enhancements</u> to inform solution development. Support the testing of solution prototypes, collecting data and feedback to inform solution refinements. <i>Support the execution of change management and communication activities, responding to queries from line managers and employees.</i> Collect data or generate reports to measure the impact and success of emerging job role design or job role redesign. 	<ul style="list-style-type: none"> Identify different stakeholders from across the business who will co-facilitate or inform emerging job role design or job role redesign for the identified function areas. Implement the organisation's job redesign diagnosis methodology, using observation and stakeholder engagement approaches to understand the work that needs to be done and how it is currently carried out (e.g. analysing work processes, job role tasks, workplace environments, technology systems etc.). Analyse the outcomes of the diagnosis, identifying how elements of the job role could be restructured, simplified or optimised to create job roles which create more value and are more meaningful for employees. <i>Collaborate with stakeholders from across the business to co-create and prototype solutions</i> which will enable emerging job role design or job role redesign (e.g. process enhancement, technology implementation, outsourcing, workplace optimisation, job rotations or segmentation of job roles tasks into projects). Develop a process for testing and measuring solution prototypes to refine the suite of solutions which will 	<ul style="list-style-type: none"> Evaluate the organisation's business strategy and external influences to <u>identify areas where job roles are emerging or redesign may be required.</u> Design a methodology for <u>diagnosing how the way work gets done needs to change and how job roles can be restructured, simplified or optimised.</u> Establish a process for creating and implementing solutions which will enable job roles to be designed or redesigned, focusing on <i>how to co-create these solutions with stakeholders across the business.</i> <i>Coach other HR team members and business leaders on how to deploy diagnosis methodologies and solution design and implementation methodologies, championing the benefits of job redesign.</i> Build business cases for implementing the emerging or redesigned job roles and solutions, demonstrating how this will drive business performance, productivity and enhance the employee experience.

Legend

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	<p>enable emerging job role design or job role redesign.</p> <ul style="list-style-type: none"> • Collate the outcomes of the solution prototypes and wider stakeholder feedback to create evidence for business cases for emerging or redesigned job roles and solutions. • Analyse how HR policies and processes, such as job levelling, compensation, career pathways and learning and development, <u>may be impacted by the implementation of emerging job roles or redesigned job roles.</u> • Identify the competencies required for emerging job roles or redesigned jobs, <u>conducting gap analyses and proposing reskilling initiatives.</u> • Collaborate with line managers to manage the implementation of solutions and emerging job roles or redesigned job roles, enabling them <i>to understand the rationale for change and how to support employees through the transition.</i> • Engage with employees who are directly impacted by emerging or redesigned job roles, <i>to enable them to understand the process, the impacts and have a positive employee experience during the transition.</i> • Assess the success of emerging job role design or job role redesign against the organisation's success metrics, <u>identifying potential improvement areas.</u> 	<ul style="list-style-type: none"> • <u>Recommend how wider HR policies and processes</u>, such as job levelling, compensation, career pathways and learning and development, <u>should be adapted</u> to reflect emerging and redesigned job roles. • <u>Spearhead the design and implementation of reskilling initiatives</u> in line with any competency gaps which emerging job roles or redesigned job roles may create. • Evaluate how the emerging job roles or redesigned job roles may enable the organisation's <u>workforce composition to change or for new talent pools to be explored.</u> • <i>Guide the implementation of a change management approach</i> for emerging job roles or redesigned job roles, identifying critical stakeholders to be engaged across the business. • Determine success metrics for emerging job role design or job role redesign, <u>evaluating how methodologies can be continuously improved and identifying areas where further changes to what work gets done and how work gets done may be required.</u>
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Legend

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Attract

Sourcing

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.2.1 Sourcing</p> <p>Source suitable candidates by building a compelling employer brand and employee value proposition, setting hiring standards, and accessing a range of recruitment channels to maximise the effectiveness of sourcing.</p>	<ul style="list-style-type: none"> Deploy a mix of internal and external recruitment channels, ranging from social media, job boards, corporate websites, referral bonus schemes to open postings on corporate intranet, that are most effective in targeting diverse talent pools and candidates. Support the execution of communications and marketing activities related to employer brand and employee value proposition. Identify potential stakeholder groups and informal communities to collaborate with to attract candidates aligned with the organisation's employer branding strategy. <u>Implement digital tools which streamline</u> sourcing processes. Coordinate with education providers on internship or similar programmes to enhance brand exposure to young professionals, brand competitiveness and broaden pool of entry-level hires. 	<ul style="list-style-type: none"> Design a unique and compelling employer brand, which articulates the organisation's employee value proposition, to establish a differentiated and distinctive organisational brand in the market. Consider different diversity dimensions and demographics to curate an appropriate mix of recruitment channels and recruitment messages. 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. <u>Recommend suitable digital tools</u> to streamline sourcing processes and eliminate manual and time-consuming tasks. Recommend hiring standards, selection criteria and job requirements (knowledge, capabilities and experience) to fulfil <u>the current and future business objectives of the organisation.</u> 	<ul style="list-style-type: none"> Articulate an employee value proposition that is simple to understand, differentiated from competition, aligns with the organisation's purpose and enables the organisation's desired employee experience. Define the organisation's employer branding strategy in alignment with the organisation's overall branding strategy, ensuring consistency in employee and external stakeholder experience. Align sourcing strategies to the employer brand and employee value proposition. Engage with business leaders and other stakeholders across and beyond the organisation, taking an end-user focused design approach to ensure that organisation's employee value proposition and employer brand resonates. <i>Influence others to be advocates of the employee value proposition to strengthen the employer brand in the market.</i> Establish hiring standards, selection

Legend

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- **Display Business and Financial Acumen**
- Adopt a Future Orientation
- *Influence and Inspire Change*
- **Uphold Professional Conduct**
- ***Enable the Employee Experience***

- | | | |
|--|---|---|
| | <ul style="list-style-type: none"> • 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, <u>allowing proactive and immediate sourcing of qualified candidates when the need arises.</u> | <p>criteria and job requirements in consultation with business leaders to source for potential candidates for senior positions <u>to meet the current and future business and leadership requirements.</u></p> <ul style="list-style-type: none"> • Monitor and evaluate the merits and appropriateness of various recruitment channels for <u>sourcing of candidates with future-ready capabilities</u> to identify the most effective recruitment channels. • <u>Evaluate emerging market practices and digital tools to determine ways to streamline and innovate sourcing processes.</u> • Evaluate the dynamics of the wider labour pool (for the industry, country, region etc.) <u>to consider ways for the organisation expand the range of talent pools to source from,</u> seeking to maintain a diverse, resilient supply of talent. • Build a network of senior industry and professional contacts and a strong personal brand as a senior HR professional <u>to attract senior candidates to seek employment with the organisation when the need arises.</u> |
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Legend

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- | | |
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| | • <i>Enable the Employee Experience</i> |

Attract

Acquiring

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.2.2 Acquiring</p> <p>Select and secure candidates with suitable competencies, experience and culture-fit through effective, unbiased screening and assessment processes in accordance with employment laws, tripartite guidelines and advisories.</p>	<ul style="list-style-type: none"> Coordinate training on inclusive practices and unconscious bias for hiring managers to ensure <u>fair and unbiased</u> selection processes <u>in accordance with employment laws, tripartite guidelines and advisories.</u> Coordinate schedules, logistics and queries for hiring managers involved in selection processes. Respond to enquiries from candidates related to selection processes. Assist with the administration of assessments and generate first-level analyses on assessment outcomes. <u>Support the collation of data and information relating to pre-employment screening, reference and background checks to authenticate candidate information and documentation.</u> Support the preparation of internal and external compensation benchmarks for various job roles. 	<ul style="list-style-type: none"> Advise hiring managers on the principles of <u>fair and unbiased</u> employment selection practices <u>in accordance with employment laws, tripartite guidelines and advisories.</u> Recommend the duration and number of selection rounds and parties to be involved in selection processes. 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 <u>manage hiring costs within the approved budget.</u> <i>Coach hiring managers</i> through the screening and assessment process, enabling them to build up their capability in this area to deliver a <u>positive experience for candidates</u> and select the right talent for the organisation. Analyse all information gathered from the screening and assessment process to support hiring managers in making decisions on offers of employment. <i>Communicate the employee value</i> 	<ul style="list-style-type: none"> Prioritise hiring spending to invest for critical, future-ready capabilities 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 <u>fair, unbiased</u> and streamlined manner. Advise business leaders on the principles of <u>fair and unbiased</u> employment selection practices, <u>in light of employment laws, tripartite guidelines and advisories,</u> as well as how they should be <u>aligned to current and future business needs.</u> Assess senior candidates and recommend suitably qualified candidates to business leaders for offers of employment. Monitor and evaluate the effectiveness of the assessment process to recommend <u>continuous improvement actions and the integration of emerging practices or technology tools where relevant.</u> Advise on hiring recommendations for senior candidates in

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proposition to chosen candidates through letters of employment and, verbal communication, as *well as leveraging on advocates from across 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.
- **Lead the implementation of pre-employment screening, reference and background checks for candidates**, partnering with third parties where applicable and resolving any issues.

consultations with business leaders, **taking into account existing business considerations**, future business needs and organisational culture fit.

- Approach senior candidates targeted for offers of employment, *creating persuasive and compelling offers* to secure acceptance of employment offers.
- Oversee the pre-employment screening, reference and background check process for senior hires.

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Attract

Onboarding

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.2.3 Onboarding</p> <p>Onboard new joiners through well-designed orientation, induction, and assimilation programmes to help them become effective contributors quickly.</p>	<ul style="list-style-type: none"> • Collect feedback and inputs to identify the needs of new joiner profiles or personas to facilitate the creation of an engaging onboarding experience. • Prepare standard new joiner information kits and coordinate logistics to support new joiners. • Prepare materials for orientation programmes. • Gather feedback from new joiners and line managers about the onboarding experience to <u>identify gaps and improvement areas</u> in the overall onboarding experience and engagement of new joiners. 	<ul style="list-style-type: none"> • <u>Analyse the various touchpoints which come together to create the new joiner experience, ensuring that onboarding programmes are shaped to make work easier, more productive and meaningful for different employee profiles or personas.</u> • Design and deliver impactful in-person and remote orientation programmes for new joiners to facilitate their onboarding experience and help them to be familiarised with the organisation. • <u>Identify and integrate digital tools into onboarding and orientation processes to streamline</u> the new joiner experience and enable engaging location-agnostic experiences. • Design processes to collect information and data to monitor new joiner and line manager feedback, engagement levels and turnover rates to <u>suggest proactive actions to address areas for improvement in a timely manner.</u> • Facilitate assimilation of new joiners into the organisation through 	<ul style="list-style-type: none"> • <i>Advocate the employer brand, employee value proposition and organisational culture</i> across onboarding programmes and touchpoints with new joiners. • Evaluate new joiner employee feedback, engagement levels and turnover rates to identify key patterns in reasons for leaving in order to <u>continuously improve</u> the way the organisation aligns expectations of the organisation and future new joiners. • <u>Leverage predictive analytics</u> to identify key drivers of engagement and to predict employee performance in the organisation. • <u>Drive and prioritise refinements and improvements</u> to onboarding programmes to enhance new joiner employee experiences, enabling new joiners to adapt to the organisation's culture and thrive, as well as to address potential turnover issues.

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engagement with business functions to understand business needs, job requirements and potential roadblocks.

- **Collaborate with business leaders and line managers to *create a positive employee experience which enables new joiners to assimilate into the organisation quickly and thrive, in terms of well-being and performance.***
- *Coach and support line managers to manage the assimilation of new joiners, guiding them to also consider the impacts on their existing team members.*

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Develop

Learning and Development

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.3.1 Learning and Development</p> <p>Curate learning and development programmes to equip employees with the right competencies and prepare them well for current and future work they are assigned to perform and create a culture of lifelong learning.</p>	<ul style="list-style-type: none"> Consolidate data required for learning needs analyses from sources such as questionnaires, interviews, assessments, work observations and competitive analyses. Support the execution of learning and development programmes through tracking of registrations, attendance and coordination of logistics required. Coordinate updates to learning management systems or repositories, following a regular cadence. Coordinate learning and development programmes across internal social networks and platforms to facilitate knowledge sharing across the organisation. Generate learning and development effectiveness reports to derive first-level insights on learner engagement, learning effectiveness, <u>improvement areas</u> and the return on investment of learning and development programmes. 	<ul style="list-style-type: none"> Interpret inputs of business leaders to define existing competencies and future-focused workforce competencies required to fulfil business objectives and drive business performance. Conduct learning needs analyses to assess current competencies, areas of development and identify critical gaps to be addressed to enable employees to deliver against the organisation's strategy and <u>current and future business objectives.</u> Prioritise learning needs according to criticality of competencies identified that enable employees to drive business objectives. Develop curated learning and development strategies, programmes and curricula to <u>improve overall workforce competencies for current, redesigned or future roles, and promote self-directed and lifelong learning.</u> Recommend and implement <u>innovative and creative learning and development channels, platforms and technology</u> which deliver a seamless end-user experience, enhance 	<ul style="list-style-type: none"> <i>Champion lifelong and continuous learning across the organisation</i> by inculcating values of curiosity, learning, sharing, agility and discipline into the organisational culture. Collaborate with business leaders to evaluate the strategy and business objectives and determine how organisational learning and development strategies can be designed and implemented to <u>enable the organisation's current and future business objectives and competency requirements.</u> Engage with business leaders to pin-point and co-create curated learning and development strategies and interventions to address organisational competency gaps. Establish a culture of learning accountability across the organisation, <i>empowering business leaders to become advocates for learner ownership.</i> Develop financial budgets for learning and development and prioritise spending to invest on strategic

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learning accessibility, effectiveness and drive learner accountability.

- Identify ways to integrate data analytics or automation to monitor usage and streamline the collection of feedback on learning and development programmes.
- Equip line managers with the skills and tools to mentor, train and provide job coaching.
- *Coach and support line managers* to inculcate learning accountability across the organisation.
- Evaluate effectiveness of learning transfer and **return on investment** to recommend and prioritise improvement actions to learning and development programmes.

organisational capabilities to **enable current and future business strategy and objectives.**

- **Articulate financial budget and return of investment** on all learning and development strategies and programmes.
- Monitor and **assess the business impact** of learning and development strategies and programmes in developing organisation capabilities to meet current and future business needs.
- Lead refinements to learning and development strategies and programmes to ensure continuous improvement and a future-focused learning agenda across the organisation.

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Develop

Career Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.3.2 Career Management</p> <p>Develop organisation-wide career development policies, framework and programmes for employees to develop meaningful careers.</p>	<ul style="list-style-type: none"> Support the execution of ongoing organisation-wide communication and education activities on the benefits of the career development framework, policies and programmes. Collect information and data on current career movements and areas to inform the enhancement of career development opportunities across the organisation. Gather and consolidate feedback on the effectiveness of the organisation's career development framework, policies and programmes to enable the <u>identification of improvement areas</u>. 	<ul style="list-style-type: none"> Collect feedback and information to analyse and understand the needs of different employee profiles or personas to inform the design of career development frameworks, policies and programmes. Design a wide range of career models, paths and methods, ranging from vertical, lateral, diagonal pathways, project-based assignments and job rotations. Design career development and career coaching frameworks and planning toolkits to help the workforce understand their career development options and potential routes they can take to achieve their career goals. <u>Research emerging and best market practices</u> to develop toolkits on adaptive working, enabling employees to explore options such a flexible or part-time working as they transition through different personal circumstances. Plan and execute organisation-wide communications activities to build awareness and understanding of the career structure and options available in the organisation, focusing on 	<ul style="list-style-type: none"> Establish organisation-wide career development framework, policies and programmes as a key component of the organisation's employee value proposition, ensuring alignment with the organisation's business objectives. Coach business leaders to steer career goals and aspirations of the workforce towards greater alignment with the current and future business needs, whilst enabling employees to build careers which enable them to thrive. Develop career development and coaching strategies that build a strong pipeline talent to <u>address the organisation's current and future business needs</u>. <u>Evaluate emerging market practices relating to career development</u>, to anticipate the impact on current practices, policy and programmes. Lead internal analyses to understand how <u>job role redesign or changes to workforce composition</u> may drive shifts in career development models, policies and programmes. Monitor and evaluate the costs and effectiveness of career

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enabling employees to take ownership of their career direction.

- *Coach line managers* to deploy individual and group career planning across career phases, provide consistent career development advice and to develop and groom the workforce to meet future business objectives.
- *Guide and support line managers and employees* to build agility and resilience, enabling employees to understand how to think about developing meaningful career journeys and making impactful contributions as they navigate the context of changing, ambiguous circumstances and the impacts of the future of work.
- Recommend areas for improvement for career pathways and options in the organisation's career development framework, policies and programmes, ensuring alignment with organisational strategies and evolving employee development needs.

development programmes against employee engagement level and turnover rate and develop continuous improvement actions.

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Develop

Performance Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.3.3 Performance Management</p> <p>Establish an organisation-wide performance management philosophy and framework which enables business objectives and the fair, results-focused assessment of employee performance.</p>	<ul style="list-style-type: none"> Consolidate documents pertaining to performance feedback and reviews used during performance management activities. Maintain proper records and confidentiality of documentation, <u>ensuring sensitive information is securely stored or destroyed for privacy and confidentiality.</u> Respond to enquiries, providing necessary clarification and administrative support to line managers and employees on performance review processes. Generate reports to track outcomes and effectiveness of performance review processes <u>to enable the identification of issues or improvement areas.</u> 	<ul style="list-style-type: none"> Develop and implement the organisation's performance management systems, policies and processes in alignment with the organisation's business objectives and performance management philosophy. <i>Provide support to line managers to cascade and communicate</i> their key performance indicators to their team members and develop performance goals that are aligned to business objectives. <i>Deliver effective, impactful communications</i> on performance management systems policies and processes, ensuring that employees understand how they will be evaluated, rewarded, or developed. <i>Coach and advise line managers</i> on how to evaluate performance based on results, regardless of face-to-face or remote working arrangements. <i>Coach and advise line managers</i> on how to manage performance discussions with high and lower performing employees. Consult and work with industrial relations or employee relations 	<ul style="list-style-type: none"> Engage with business leaders to co-create the organisation's performance management philosophy and framework which enables the organisation's business objectives and <u>upholds fair assessment.</u> Collaborate with business leaders to develop organisational key performance indicators that are aligned to business strategy and objectives. Guide the development of the organisation's performance management systems, policies and processes. <i>Provide support to business leaders to cascade and communicate</i> their key performance indicators to their staff and develop performance goals that are <u>aligned to current and future business objectives.</u> <i>Coach and support business leaders</i> to communicate performance evaluation ratings to their individual staff professionally on one-to-one basis. <i>Coach business leaders and other members of the HR team</i> to instil a culture of accountability across

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specialists to resolve any grievances related to performance evaluation outcomes raised by employees.

- Review performance management systems, policies and processes to ensure **any risk for bias or discrimination is mitigated.**
- Conduct research and evaluate data and feedback to evaluate opportunities to improve the organisation's performance management systems, policies or processes, including how to integrate technology, automation or data analytics.

the organisation, *enabling employees to understand and connect with* how they are contributing to the organisation's purpose and business objectives.

- *Provide communications support or coach business leaders* to communicate organisation-wide performance and changes to organisation's overall total rewards philosophy.
- *Champion an objective, results-focused approach to performance management across the organisation, **identifying ways to remove bias or discrimination.***
- Consult and work with industrial relations or employee relations specialists to resolve any grievances related to performance evaluation outcomes raised by business leaders.
- Evaluate ways for the organisation's performance management philosophy and framework to evolve in line with emerging market practice, behaviour change principles, changing workforce compositions and future business objectives.

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Develop

Talent Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.3.4 Talent Management</p> <p>Manage high-performing and high-potential individuals to develop, engage and retain them for business-critical or pivotal roles within the organisation.</p>	<ul style="list-style-type: none"> Assist with the administration of talent assessments using selected tools. Generate assessment outcomes and consolidate data required for talent assessment and review processes. Gather and consolidate feedback from individuals within talent management programmes <u>to enable the identification of potential areas for improvement.</u> 	<ul style="list-style-type: none"> Plan and execute talent management frameworks and processes to identify, develop and retain talent <u>to meet the organisation's current and future business objectives.</u> Evaluate vendors to partner with to implement talent assessment tools and articulate organisation requirements. Recommend and deploy assessment tools to identify high-performing individuals and high potentials as talents of the organisation. Develop talent management strategies and programmes to balance the <i>needs of the employees</i> as well as the current and future business needs of the organisation. Facilitate talent review sessions to identify talent with key stakeholders based on the organisation's ideal talent profile using recommended assessment tools. <i>Educate and advise line managers</i> on how to coach, mentor and manage talent. Evaluate talent-related data, key performance indicators and consolidated feedback <u>to derive insights on the effectiveness of talent management strategies programmes to drive refinements and continuous improvement of talent management strategies programmes.</u> 	<ul style="list-style-type: none"> Collaborate with senior business leaders to develop a strategic talent management framework <u>to enable the organisation's current and future business objectives</u> and employee development. <i>Coach and advise senior business leaders</i> on how to coach, mentor and manage talent. <i>Mentor senior level talent</i> to identify their drivers of engagement, monitor their engagement level and make formal and informal efforts to retain talent. Define success metrics to track progress and measure success of talent management strategies and programmes and <u>prioritise improvement areas.</u> <u>Assess the current competencies of talents versus the competencies 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 Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.3.5 Succession Planning</p> <p>Create a plan to ensure high potential individuals are identified and groomed to take over business-critical or pivotal roles to enable the organisation's future business objectives and maintain business continuity.</p>	<ul style="list-style-type: none"> Maintain accurate records and reporting of succession plans and potential successors. Conduct research to support the identification of learning and development, leadership development and talent management programmes for potential successors identified. Assist in the monitoring of leadership development plans to track progress against plan. 	<ul style="list-style-type: none"> <i>Advise and educate business leaders</i> on the criticality of succession planning to ensure seamless replacement of business-critical positions and minimise business disruption. Implement succession plans by working with business leaders to <u>identify and groom individuals to take over business-critical roles and pivotal positions within the organisation</u>. <u>Maintain oversight on talent pipeline outside of the organisation and potential external candidates</u> who can fill business-critical and pivotal positions. Recommend and deploy technology tools to <u>identify potential successors and generate data-driven talent insights ranging from performance levels to exit risks</u>. Integrate succession plans with career management, career coaching and talent management programmes and broader HR initiatives to ensure they are holistic and coherent. Communicate the progress of leadership development plans to talent review boards and <u>identify areas for improvement</u>. 	<ul style="list-style-type: none"> Engage with senior business leaders to <u>evaluate the ongoing viability of succession plans</u> and <i>drive accountability for business leaders</i> to follow through with succession planning. Develop guiding principles with business leaders to identify business-critical positions for <u>succession planning that would meet current and future business objectives</u>. Map business-critical roles to <u>assess the organisation's vulnerabilities</u>. Construct <u>robust and comprehensive succession plans</u>, taking into account current and future business objectives to build a <u>talent and leadership pipeline</u> that is sufficient for business continuity and prepares the organisation to <u>adapt to the future</u>. Articulate key success metrics to evaluate effectiveness of succession plans and <u>ensure continuous talent and leadership pipeline</u>. Establish strategies to <u>transfer capabilities across the organisation and build a strong, sustainable pipeline of talent</u>.

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Engage

Compensation Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.1 Compensation Management</p> <p>Define and execute compensation strategies and practices, in alignment with the organisation's total rewards philosophy, to enable business objectives and attract, motivate and retain different workforce segments.</p>	<ul style="list-style-type: none"> Review base salary, allowances and other components of compensation calculations in accordance with organisational policies and procedures. Execute compensation processes, including salary payments and merit increments, in accordance with organisational policies and procedures. Prepare compensation survey data submissions and generate compensation and related administration reports. Assist with external market data research and compensation benchmarking to <u>ensure pay competitiveness</u>. <u>Identify legal compliance issues or queries</u> related to payroll policies and procedures. 	<ul style="list-style-type: none"> Develop and execute pay-for-performance compensation policies and structures, including conducting job analyses and evaluations, reviewing employee needs, feedback, and external industry analyses in collaboration with other HR team members and line managers or business leaders to ensure that compensation remains relevant for the business and is <u>market competitive across regions and employment types</u>. Review compensation policies and structures to ensure <u>compliance with prevailing employment laws, tripartite guidelines and advisories</u>. Analyse market compensation data and conduct forecasting to <u>predict compensation trends in the industry and support informed decision making</u>. Implement and configure compensation management systems, including integrating technology, <u>to streamline and optimise routine processes</u>. 	<ul style="list-style-type: none"> Define the organisation's total rewards philosophy and policies to enable the organisation's business objectives, desired performance culture and <i>employee experience</i>. Engage with business leaders to align on key compensations metrics that will drive the desired behaviours and performance culture. Lead the design and experimentation of differentiated compensation policies and structures, and/ or the harmonisation of broader rewards policies and structures, to <u>ensure pay equity</u> whilst motivating a workforce with diverse needs across regions and employment types. Facilitate discussions on the organisation's total rewards direction with senior stakeholders, including <i>presenting recommendations to Board-level stakeholders</i>. <i>Provide consultative support and deliberate decisions</i> with business leaders for cases where compensation management needs to

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- Resolve issues or address questions related to payroll policies and procedures to ensure the workforce are paid in accordance with **agreed employment terms and conditions.**
- *Coach line managers* to communicate the total rewards philosophy and decisions to employees.
- Track and analyse metrics **to determine the value of compensation** in driving employee behaviour, performance and the achievement of the organisation's business objectives.
- Deploy analytics to understand pay variations among different groups to identify and **address discriminatory practices, ensuring compliance with prevailing employment laws, tripartite guidelines and regulations.**

flex and **deviate from policies and processes.**

- *Advise and coach business leaders* in executing compensation negotiations for senior hires.
- Define a total rewards communication strategy to enable employees and line managers to *understand and navigate* compensation related policies and processes.
- Review compensation processes to recommend opportunities to integrate automation or data analytics to **optimise processes and drive efficiency.**
- Evaluate the effectiveness and impact of compensation policies and processes and **recommend improvement areas in line with emerging business or workforce needs.**

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Engage

Benefits Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.2 Benefits Management</p> <p>Define and execute employee benefits strategies, policies and programmes, including physical, mental, financial health and wellness initiatives, in alignment with the organisation's total rewards philosophy to enhance the organisation's employee value proposition and employee experience.</p>	<ul style="list-style-type: none"> Conduct employee benefits benchmarking to collect information on <u>competitiveness and relevance</u>. Administer and execute physical, mental and financial health and wellness programmes in accordance with the organisation's guidelines, employee benefits policy <u>and statutory requirements</u>. Assist in responding to individual employee queries on the tax and social security implications of benefits selection. Collect and review employee feedback on the current benefits programmes and packages to support <u>continuous improvement efforts</u>. 	<ul style="list-style-type: none"> Implement benefits programmes, including physical, mental and financial health and wellness programmes, in alignment with the organisation's desired employee experience, employee value proposition and the approved budget. Plan and implement activities <i>to communicate, and encourage uptake of</i> the benefits policies and programmes offered by the organisation. Engage with tax specialists to formulate responses to queries on the implications of benefits selection. <u>Analyse existing and predicted future workforce demographics</u> to determine the diverse needs of various employee profiles or personas and employment types. Support the implementation of platforms <u>to optimise management and administration processes for benefits</u>. Measure the impact and relevance of employee benefits, including physical, mental and financial health and wellness programmes, using appropriate metrics 	<ul style="list-style-type: none"> Define the organisation's total rewards philosophy and policies, including benefits strategy and programmes, taking into consideration diverse employee profiles or personas and employment types, the organisation's employee value proposition, tripartite advisories and guidelines and statutory requirements across regions. Design flexible benefits packages to optimise the organisation's benefits budget and provide employees with the flexibility to select their benefits of choice. Communicate and advise business leaders on the tax implications of the benefits selection and offering for the organisation, consulting specialists where relevant. <i>Secure commitment and investment from business leaders</i> in support of benefits policy, including physical, mental and financial health and wellness programmes, to ensure <u>longer term success and sustainability</u> of such programmes.

Legend

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- **Uphold Professional Conduct**
- *Enable the Employee Experience*

to identify improvement areas.

- Guide the creation of a communications strategy to enable employees to *understand and engage* with the benefits policy and programmes.
- Recommend the integration of technology platforms to optimise management and administration processes for benefits.
- Evaluate the impact and uptake of benefit programmes to recommend improvement areas and consider ways to integrate emerging market practices.

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Engage

People Engagement

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.3 People Engagement</p> <p>Enable and evaluate employee engagement levels through continuous listening and communication initiatives to create and maintain an employee experience which enables employees to thrive and drives productivity.</p>	<ul style="list-style-type: none"> Support the execution and management of two-way communication channels. Administer continuous listening programmes, including surveys, to gather employee feedback. Analyse results from continuous listening programmes to identify patterns and linkages. Collect data to monitor the impact of employee engagement programmes and communications activities. 	<ul style="list-style-type: none"> Design and implement internal communication channels to support two-way communications to enable the creation of an inclusive, psychologically safe environment and build trust and engagement. Design continuous listening programmes, using surveys and other feedback tools, to capture insights on employee feedback and attitudes across various touchpoints of the employee experience (their role, their line manager, business leaders etc.) Facilitate focus group discussions to validate employee listening insights and gather qualitative feedback through direct engagement with employees. Evaluate vendors to partner with to implement employee listening programmes and communications activities. <i>Coach line managers</i> to encourage open and honest dialogues with employees on a regular basis. Facilitate action planning discussions with line managers to <u>identify</u> 	<ul style="list-style-type: none"> Co-create and define the organisation's employee engagement, continuous listening and communications strategy with business leaders. <i>Coach business leaders to understand the rationale</i> for employee listening, engagement and communication programmes and <i>advocate for the creation of a psychologically safe, inclusive environment.</i> Assess the current state of the organisation using diagnostic tools to identify and prioritise employee engagement drivers that have a significant impact on the employee experience and business outcomes. <i>Coach business leaders</i> in driving consistent two-way communications with employees and line managers. Determine ways for the organisation's employee engagement, continuous listening and communications programmes <u>to evolve to adapt to changing workplace environments and workforce compositions, ensuring that feedback from diverse employee</u>

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	<p><u>corrective or improvement actions</u> and resources to implement the action plans.</p>	<p><u>segments is heard.</u></p> <ul style="list-style-type: none"> Evaluate the effectiveness of employee engagement, listening and communication programmes, <u>recommending areas for improvement</u> based on employee feedback and learnings from industry best practices.
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Engage

Diversity and Inclusion Management

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.5 Diversity and Inclusion Management</p> <p>Design strategies and practices to support a diverse, inclusive workplace where employees feel a sense of belonging and diversity creates a competitive business advantage.</p>	<ul style="list-style-type: none"> Contribute towards building an inclusive workplace in interactions amongst diverse groups, <u>respecting differences in values, beliefs, perceptions and attitudes</u>, and working towards a mutually agreed outcome. Develop communications and other collaterals to support the execution of diversity, inclusion and belonging initiatives. Respond to employee queries relating to diversity, inclusion and belonging policies and initiatives, <u>escalating any issues or instances of non-compliance</u>. Monitor and measure diversity, inclusion and belonging metrics to <u>track progress and areas for improvement</u>. 	<ul style="list-style-type: none"> Incorporate diversity, inclusion and belonging principles into HR initiatives and organisational policies, translating the policies into day-to-day practices at the workplace. Plan and execute diversity, inclusion and belonging related activities that are aligned with the organisation's diversity, inclusion and belonging strategy and drive the creation of an inclusive working culture. Develop policies and processes to manage instances of <u>non-compliance with the organisation's diversity, inclusion and belonging policies</u>. <u>Conduct training and coach line managers</u> on topics such as unconscious bias to ensure talent management practices and decisions are <u>fair and non-discriminatory</u>. Identify opportunities to <u>raise awareness</u> around diversity, inclusion and belonging through communications with internal and external stakeholders, including employer branding. 	<ul style="list-style-type: none"> Define the organisation's diversity, inclusion and belonging strategy and policies aligning <u>to the environmental, social and governance standards, and relevant law and regulations across regions</u>. Guide the creation of diversity, inclusion and belonging campaigns to <u>raise awareness, create a mindset shift and foster an inclusive workplace culture</u>. Create and implement a scorecard to measure the organisation's progress towards diversity, inclusion and belonging, based on metrics for recruiting, promotion rates and compensation. Review and strengthen the organisation's <u>anti-discriminatory policies</u> on a regular basis, <u>in alignment with relevant employment laws, tripartite advisories and guidelines</u>. <u>Obtain buy-in</u> from business leaders on diversity, inclusion and belonging targets and programmes. Evaluate opportunities and ways for the organisation to <u>access and attract talent from</u>

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		<ul style="list-style-type: none"> • <i>Promote effective working relationships across diverse groups, <u>embracing differences in perspectives, traditions, abilities and culture</u>, and adopting an <u>open mindset</u> at all times.</i> • Review diversity, inclusion and belonging policies and practices to keep pace with external developments and ensure <u>continued adherence to employment laws, tripartite advisories and guidelines</u>. 	<p><u>different talent pools to increase workforce diversity.</u></p> <ul style="list-style-type: none"> • <i>Guide the business to reinvent systems and processes to foster a culture which create a <i>compelling employee experience</i> for employees from diverse backgrounds and enable them to contribute to their full potential.</i>
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Engage

Workforce and Labour Relations

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.6 Workforce and Labour Relations</p> <p>Manage individual and collective relationships between an organisation, its workforce of various employment types and wider external stakeholders to create an environment which enables employees to thrive and the achievement of organisation's business objectives.</p>	<ul style="list-style-type: none"> • Prepare and maintain materials and documentation to communicate the organisation's workforce and labour relations policies and processes. • Respond to queries related to workforce and labour relations. • Collect and review information required <u>to navigate workforce and labour relations issues or disputes.</u> • Document and cascade information relating to workforce and labour relations issues and disputes. • Execute initiatives and programmes to foster positive workforce and labour relations. 	<ul style="list-style-type: none"> • Analyse the business impact and risks associated with workforce and labour relations issues and disputes, <u>including ethical, legal and regulatory requirements,</u> to support union and employee negotiations. • Manage workforce and labour relations issues or disputes, including grievance management and handling of employee misconduct, conducting investigations where required <u>in line with the organisation's values, policies and processes, and legal requirements and guidelines.</u> • Review the effectiveness of current policies and processes used to manage workforce and labour relations to <u>identify improvement areas and ensure compliance with employment laws, tripartite advisories and guidelines.</u> • Identify opportunities to implement initiatives or programmes which will drive positive workforce and labour relations and build relationships with external stakeholders, such as trade unions, works councils, employee forums and similar bodies. 	<ul style="list-style-type: none"> • <i>Foster constructive working relationships</i> with external stakeholders, such as trade unions, work councils, employee forums and similar bodies, to manage the organisation's reputational brand impact and achieve desired and acceptable outcomes for all stakeholders. • <i>Build networks</i> with external stakeholders, such as government bodies and agencies, <i>to influence and anticipate emerging workforce and labour relations policies.</i> • Develop effective workforce and labour relations strategies that support, enhance and strengthen the working relationships between all parties, <i>to create an environment which enables employees to thrive</i> and business objectives to be achieved <i>in accordance with employment laws, tripartite guidelines and advisories.</i> • Establish the organisation's policies and processes to resolve workforce and labour relations issues and disputes, <i>in line with legal frameworks and policies.</i>

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| | <ul style="list-style-type: none"> • <i>Support line managers to communicate and implement workforce relations policies and processes.</i> • <i>Analyse <u>emerging workforce relations research and industry practice</u> to suggest best practice which could be <u>adopted</u>.</i> | <ul style="list-style-type: none"> • <i>Coach business leaders to champion positive workforce and labour relations and <u>compliance with legal frameworks and policies</u>, across the organisation.</i> • <i>Guide other members of the HR team and business leaders to navigate complex workforce and labour relations situations where <u>careful interpretations of guidelines and policies are required</u>.</i> |
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| • Display Business and Financial Acumen | • <i>Influence and Inspire Change</i> |
| • <u>Adopt a Future Orientation</u> | • <u>Uphold Professional Conduct</u> |
| | • <i>Enable the Employee Experience</i> |

Separate

Voluntary Exit

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.5.1 Voluntary Exit</p> <p>Manage voluntary employee exits (such as resignations) to ensure separation is conducted in a professional manner, ensuring that line managers are supported and that employees have a positive exit experience and association with the organisation upon their departure.</p>	<ul style="list-style-type: none"> Execute exit clearance procedures, including the collection of company property and updating of internal systems to reflect the employee's exit in alignment with <u>employment laws, tripartite guidelines and advisories.</u> Coordinate employee exit processes, including conducting exit interviews and administering exit clearance procedures. Compile responses from employee exit interviews to <u>gather feedback on the overall employee experience.</u> Support the execution of key initiatives relating to off boarding, such as activities of the corporate alumni programs. 	<ul style="list-style-type: none"> Design processes to manage exit clearance procedures, ensuring adherence with <u>employment laws, tripartite guidelines and advisories.</u> Conduct exit interviews or administer exit questionnaires to obtain insights about the employee's motivations for leaving the organisation. <i>Manage individual communications to evoke positive pride of association with the organisation upon employee exits.</i> Engage with line managers to respond to any queries in relation to exit processes and to <i>coach line managers to create a smooth transition process for wider impacted stakeholders, including remaining employees.</i> <i>Guide and support line managers or business leaders to share information related to any post-employee exit issues or queries (e.g. cases of non-solicitation clause breaches).</i> Analyse responses from exit interviews to <u>identify and prioritise areas for improvement.</u> 	<ul style="list-style-type: none"> Advise business leaders on exiting employees in a professional manner, <u>finding a balance between business objectives, empathy and legal obligations.</u> <i>Demonstrate situational awareness in managing individual and group communication regarding employee exits.</i> <u>Devise talent solutions to address gaps and areas for improvement based on the evaluation of data and insights related to employee exits.</u> Develop alumni engagement strategies, ensuring alignment with the organisation's business objectives and the interests of alumni.

Legend

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- Identify opportunities to deploy data and predictive analytics to spot patterns in voluntary exits and develop mitigation strategies.
- Assess the potential to integrate different modes of information collection related to employee exits, such as interviews with current employees to understand reasons for staying or with employees who exited more than 6 months ago.
- Design and implement formal corporate alumni programs and other talent interventions in line with alumni engagement strategies.
- Design user-friendly alumni platforms and talent interventions with relevant content and materials, to continuously drive alumni engagement.

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Separate

Involuntary Exit

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.5.2 Involuntary Exit</p> <p>Manage involuntary employee exits (termination by organisation, dismissal, termination due to economic restructuring, health, disability, death, etc.) to ensure that all viable options are considered and that separation is conducted in a professional and empathic manner, leaving employees with a positive exit experience and association with the organisation upon their departure.</p>	<ul style="list-style-type: none"> Administer redundancy or individual severance programmes <u>in accordance with the employment laws, tripartite guidelines and advisories.</u> Conduct research to collate information on post-involuntary exit support options and programmes. Support affected individuals by providing and communicating relevant information about processes and obligations around contractual and legal parameters and available post-exit assistance and options. Assist with the preparation of a set of standard responses to guide line managers in responding to potential questions that terminated employees may raise. 	<ul style="list-style-type: none"> <u>Interpret prevailing employment laws, tripartite guidelines and advisories to assess impacts</u> on the organisation's involuntary exit policies and processes. Review reasons and rationale for involuntary exits and termination <u>to ensure compliance with employment laws, tripartite guidelines and advisories.</u> <u>Develop and implement strategies to prevent redundancies</u> due to business restructuring, such as process or job redesign, Flexible Wage Systems, training or reskilling and redeployment, assessing the relevance of available government or industry initiatives. Develop processes to manage instances of low performance or misconduct to ensure options are explored before termination is implemented. Manage the implementation of redundancy and severance programmes <u>in accordance with organisation policies, employment laws and tripartite guidelines and advisories,</u> engaging 	<ul style="list-style-type: none"> Design the organisation's policies and processes for managing different types of involuntary exits <u>in line with employment laws, tripartite guidelines and advisories.</u> Evaluate the business impact of redundancy on the organisation, to ensure redundancy-related enterprise risks are considered and addressed and redundancies are managed in a responsible manner. Develop and communicate a business case for alternate HR policies to minimise the impact of redundancies due to business restructuring, using strategies such as process or job redesign, Flexible Wage Systems, training or reskilling and redeployment. <i>Advocate and support business leaders</i> to communicate redundancy decisions, concerns and options to affected individuals and business leaders in a professional and empathetic manner, ensuring that redundancies are managed in a responsible manner. <i>Oversee communications with and management of stakeholders</i> such as

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stakeholders such as unions as appropriate.

- Design processes to manage exit clearance procedures.
- *Coach line managers* in executing redundancy and severance processes, **in accordance with established guidelines, and contractual and legal requirements**, enabling them to also navigate changing dynamics for remaining employees.
- *Develop communication materials, programmes and toolkits to empower business leaders and line managers to deliver an empathetic, inclusive involuntary exit experience.*
- Design materials to support and guide employees following their involuntary exit, including outlining potential sources of support in terms of training or job.

unions during redundancy and other involuntary exit processes.

- *Guide the creation of communication materials, programmes and toolkits* which support business leaders, line managers and employees to create an empathetic, inclusive involuntary exit experience.
- Conduct scenario planning exercises to prepare business leaders and line managers for situations that may arise during the redundancy process.
- Develop strategies related to potential job placements and training programmes for terminated employees to ease transition and facilitate employees to find new job opportunities.
- **Advise business leaders on the legal complexities and financial implications of terminating groups of employees, consulting specialists where relevant.**
- Engage with relevant industry or government stakeholders and bodies to identify any emerging practices or policy changes which may influence the organisation's approach to involuntary exits.

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Separate

Retirement

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.5.3 Retirement</p> <p>Manage employee retirement to ensure the transition is conducted in a professional manner, which ensures that the employee is supported in different ways and has a positive association with the organisation upon their departure.</p>	<ul style="list-style-type: none"> Maintain records of retirement benefits and entitlements of retiring employees based on their respective employment contracts or collective agreement. Communicate meaningful and constructive information to retiring employees about the retirement process and their rights and obligations. Execute reemployment processes and activities in <u>accordance with the employment law, tripartite guidelines and advisories on the reemployment of older workers.</u> 	<ul style="list-style-type: none"> Manage the administration of data that underpins the retirement process to ensure retiring employees are treated in a professional manner and in accordance with the relevant <u>the employment law, tripartite guidelines and advisories.</u> Advise retiring employees on post retirement matters. Develop and maintain a <u>proactive program to provide career support and flexible working options</u> to effectively support and manage employees nearing retirement. Implement strategies to support the reemployment of employees beyond their retirement age <u>in alignment with the employment law, tripartite guidelines and advisories</u> on the re-employment of older workers. Design wellness programs to support employees in planning for their retirement, covering areas such as physical, financial, social and mental wellness. 	<ul style="list-style-type: none"> Evaluate the business impact of retirement on the organisation to ensure enterprise-related are considered and addressed. Translate retirement policy into operational frameworks and processes, keeping in <u>view legal requirements, tripartite guidelines,</u> organisational needs and the well-being of retiring employees to instill a positive association with the organisation upon retirement. Develop and drive reemployment strategies and policies to enable reemployment of employees beyond their retirement age in <u>alignment with the employment law, tripartite guidelines and advisories</u> on the reemployment of older workers. Evaluate potential strategies to retain talent nearing retirement or open up new or more diverse talent pools for the organisation, including job redesign, reskilling programmes and flexible working options. Evaluate emerging market practices and data to understand how different retirement programs and options may impact behavior and well-being of employees nearing their retirement.

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5. Foundational Competencies

Data Analytics and Insights

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>5.1 Data Analytics and Insights</p> <p>Deploy a range of data analysis tools and techniques to derive actionable insights and communicate business implications.</p>	<ul style="list-style-type: none"> Collect data from a variety of sources in adherence with <u>the organisation's data governance and privacy policies and relevant legislation.</u> Prepare and clean data to ensure quality of data and its usability for further analysis. Conduct checks <u>to assess the credibility and validity of data and data sources.</u> Organise data and analysis outcomes to be stored and retrieved in line with organisational requirements. Deploy data models, statistical software and tools to process data sets. Implement data visualisation techniques and tools to present information and insights. 	<ul style="list-style-type: none"> Review and refine data collection, preparation and cleansing processes, in adherence to <u>data governance and privacy concepts and principles and relevant legislation.</u> Collate and integrate financial, HR and other data sources to design HR metrics, identify causal relationships, <u>analyse trends, develop forecasts and projections, and draw insights and foresights for decision making.</u> Analyse data by employing data mining, modelling, predictive analytics, and benchmarking tools and techniques to <u>create insights and foresights to guide decision-making.</u> Derive relevant insights from analysis and <u>recommend enhancements to the organisation's HR practices and initiatives in alignment with business strategy.</u> <i>Develop evidence-based, insightful presentations and persuasive communications,</i> using 	<ul style="list-style-type: none"> Define and prioritise business issues to be investigated using people-related data analytics in consultation with business leaders and relevant wider stakeholders. Evaluate ways for data to be captured and analysed, such as dashboards, to demonstrate the value and impact of HR-related activities across the organisation. <u>Define a code of ethics for people-related data analytics to ensure data security and uphold fairness and equity</u> in using the data to make talent decisions. Evaluate employee data handling practices and processes to <u>ensure compliance with employee data protection policy, ethical guidelines and relevant legislation</u> to ensure privacy and security of confidential employee data. Evaluate a variety of data sets <u>to anticipate implications of business activity on HR practices.</u>

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data visualisation and *storytelling tools* and techniques.

- Identify and assess the need for new processes, systems and tools to conduct data processing, analysis and visualisation and deliver insights.
- Review HR-related activities and processes to identify any areas where data collection systems could be implemented or improved
- Keep abreast of local and global HR trends and developments to provide further benchmarking insights on data analysis outcomes.
- Assess the design and use of Artificial Intelligence (AI) and technology tools for **fairness and equity in analysing talent data.**
- Develop **evidence-based, forward-looking talent strategies** based on actionable workforce and talent insights.
- **Evaluate and communicate business implications and actionable insights** to business leaders using appropriate data visualisation and *storytelling strategies* to drive action.
- Perform trend analysis by understanding the competitive environment in which the business interacts.
- Assess the extent of in-house people analytics capability and engage with external providers of benchmarking or analytics services to supplement identified gaps.
- Evaluate data collection, storage and organisation processes to recommend any areas where standardised and systematic data cleaning could be implemented.
- Drive the optimisation of data analytics processes by deploying Artificial Intelligence (AI) and automation tools.

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Relationships and Communication

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>5.2 Relationships and Communication</p> <p>Manage relationships and communicate with impact and empathy to build trust, navigate complex business scenarios and carry out the strategic role of HR effectively.</p>	<ul style="list-style-type: none"> Deploy different communication methods and communication channels <i>to convey messages with impact</i>, initiate feedback and two-way dialogues. Support the development of communication materials and execution of communication activities. Document feedback, opinions and disagreements during stakeholder engagement and communication activities. <i>Build rapport with internal and external stakeholders</i> through ongoing engagement to maintain relationships. <u>Demonstrate self-awareness and regulate own thoughts, emotions and actions during difficult conversations, dilemmas or paradoxes.</u> <u>Apply empathic listening and seek to understand the situations, perspectives and emotions</u> of different audiences or stakeholder groups. <u>Escalate situations of resistance, objections and conflicts</u> to 	<ul style="list-style-type: none"> Plan and execute communication activities <i>using the appropriate channels or tools for the targeted audience.</i> Develop communication materials for HR initiatives <i>to convey desired messages clearly and impactfully to the targeted audience.</i> <i>Present and communicate with impact and empathy</i> through clarity in messages and engaging audiences through active listening and inquiry. <u>Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.</u> <i>Anticipate different interests, expectations and reactions across internal and external stakeholder groups.</i> <i>Adapt and tailor different styles and preferences when communicating to different audiences or stakeholder groups and navigating resistance, objections or conflict.</i> <i>Coach and support business leaders or line managers</i> to manage instance of miscommunication, conflict or negotiation successfully. 	<ul style="list-style-type: none"> <i>Create high impact, consistent and accurate messaging</i> using appropriate tools to drive engagement, in line with the organisation-wide communications strategy. <i>Communicate HR and business strategies using clear, impactful language</i> that engages others <u>in the view of the future.</u> Communicate an understanding of the business environment in order to <u>view problems, requests and realign HR strategies in the context of the organisation's long-term business objectives.</u> <u>Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.</u> <i>Employ negotiation and conflict management skills</i> to help different parties achieve their desired outcomes. Navigate complex business scenarios, understanding organisational and individual challenges

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<p>appropriate stakeholders.</p> <ul style="list-style-type: none"> • Build an understanding of the internal and external business environment through ongoing research, and engagement with stakeholders in other functions. 	<ul style="list-style-type: none"> • <i>Develop positive working relationships with internal and external stakeholders and build networks</i> through strong inter-personal skills. • <i>Establish credibility by gaining confidence of others</i> through a demonstration of business and technical knowledge. • <i>Build trust</i> through assisting key stakeholders in solving HR-related issues and wider business problems successfully. 	<p>to enable business leaders to define the problem and identify root cause of the people-related issues.</p> <ul style="list-style-type: none"> • Provide advice and resources to create an open, effective dialogue which enables business leaders to determine the appropriate course of action in HR-related matters. • <i>Establish relationships with business leaders to build trust, understand their needs and enable HR to create value and support decision making processes.</i> • Foster the creation of a <i>culture of trust</i> and collaboration across the organisation, enabling the <i>HR function to act as the catalyst of positive relationships and conflict resolution.</i>
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Technology and Operational Excellence

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>5.3 Technology and Operational Excellence</p> <p>Deliver effective HR services in a value-generating manner through a stakeholder-centric and technology-enabled service delivery operating model.</p>	<ul style="list-style-type: none"> Support the delivery of HR services as set out in the service management framework and in accordance with HR policies. Assist with the collation of critical HR functional requirements to support the procurement of HR technology platforms and solutions. Assist with the implementation of new HR technology platforms across various HR functions. Support the configuration and upgrade of HR technology platforms and solutions to deliver a seamless, human-centric user and employee experience. <i>Prepare training and communication materials to support change management efforts.</i> <u>Conduct research to collect information on the impact of technology and digital tools on the entire HR lifecycle.</u> 	<ul style="list-style-type: none"> 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, value creation or cost 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. Adopt a service-oriented mindset and focus on delivering a seamless user and employee experience when dealing with workforce and business stakeholders and navigating HR transformation and technology programmes. Implement HR transformation programmes to <u>improve the effectiveness of HR service delivery</u> and cost efficiency and value generation for the organisation. Compare and assess the costs, benefits and effectiveness of different HR technology platforms and solutions (such as HRIS systems, mobile applications, social media tools, social robotic platforms etc.). Implement the organisation's 	<ul style="list-style-type: none"> <u>Conduct a current state assessment of HR function effectiveness in addressing the current and future needs</u> of the business and employees. <u>Design a future state target operating model for HR</u> in consultation with business leaders, to ensure alignment with the organisation's business objectives. Define the organisation's HR transformation and digital strategy in line with the organisation's business objectives and desired employee experience. Develop a HR technology architecture based on an assessment of different service delivery structures and technology solutions. <i>Drive HR transformation initiatives</i> 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.

Legend

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- **Display Business and Financial Acumen**
- Adopt a Future Orientation

- *Influence and Inspire Change*
- **Uphold Professional Conduct**
- *Enable the Employee Experience*

procurement policies when selecting vendors to support with technology platforms and solutions.

- Collaborate with the selected technology vendors or internal technology stakeholders to program and configure HR technology platforms and solutions to meet organisation and stakeholder needs.
 - Identify potential roadblocks in implementing HR transformation and technology programs and *propose solutions to address the challenges.*
 - *Define a communication and change management strategy* for navigating HR transformation and technology programs.
 - *Conduct training and coaching sessions for line managers and employees* to encourage the adoption of new technology and digital tools.
 - Keep abreast of emerging local and global HR trends to identify opportunities to enhance the organisation's HR transformation and digital strategy.
 - Review usage of HR technology platforms and digital tools in line with organisational policies **to monitor any breaches, security issues or cases of non-responsible usage.**
- *Champion the importance of HR transformation and digital strategy, ensuring that the HR function is onboard and equipped with the skills required to act as an enabler for change across the organisation.*
 - Engage with internal and external stakeholders to evaluate emerging market practices or technology innovations which could enhance the organisation's HR transformation and digital strategy.
 - Evaluate how the integration of technology or automation may shift job roles requirements and design for the HR function.
 - **Establish a framework and processes for managing security risks and promoting the responsible usage of technology tools across the organisation.**

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Labour Policies and Legislation

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>5.4 Labour Policies and Legislation</p> <p>Comply with employment laws, regulations and tripartite guidelines and advisories that impact the business and employees of the organisation.</p>	<ul style="list-style-type: none"> • <u>Research and apply prevailing employment laws, regulations and tripartite guidelines and advisories.</u> • Prepare and draft employment contracts, taking into account <u>relevant statutory terms and benefits.</u> • Handle and respond to employee enquiries related <u>to employment laws, regulations and tripartite guidelines and advisories.</u> • Support the collection of information or data to enable line managers and HR to advise employees on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, reemployment and termination guidelines. • Support the update and distribution of communication tools and templates, such as employee handbooks and communication templates related to the organisation's policies and processes. 	<ul style="list-style-type: none"> • Review and update HR policies and processes periodically <u>to ensure compliance with employment laws, regulations, and tripartite guidelines and advisories.</u> • Communicate with and advise line managers on the changing employment laws, regulations and tripartite guidelines and advisories. • Communicate with and advise employees <u>on areas such as benefits and claims eligibility and administration, payroll deductions, retirement, reemployment and termination guidelines.</u> • Design communications tools and templates, such as employee handbooks, to clearly articulate the organisation's policies and processes, <u>adhering to prevailing employment laws and regulations.</u> • Conduct regular HR compliance audits and review HR processes <u>to ensure controls are in place to prevent regulatory breaches.</u> 	<ul style="list-style-type: none"> • Design HR policies and frameworks in adherence to <u>employment laws, regulations and tripartite guidelines and advisories,</u> to ensure compliance. • <u>Review international employment law, regulations and advisories</u> to assess any areas where HR policies and frameworks would need to be reviewed to support the organisation's internationalisation agenda. • <u>Advise business leaders on employment law, regulations and tripartite guidelines and advisories and their applications to facilitate business leaders' understanding of compliance requirements.</u> • Establish a cadence for and process to conduct regular HR compliance audits and review HR processes <u>to ensure controls are in place to prevent regulatory breaches.</u> • Evaluate the changing employment laws, regulations and tripartite guidelines and advisories to identify potential organisation-wide implications.

Legend

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- **Analyse the spirit and intent of employment laws, regulations, tripartite guidelines and advisories to interpret ways to reflect this in HR policies and frameworks, navigating the balance between meeting business needs and upholding employee rights.**
- *Build relationships with external stakeholders, including government bodies and associations to anticipate and influence any changes employment laws, regulation, tripartite guidelines and advisories.*

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6. Advanced Competencies (for IHRP-MPs)

Apply Business and Financial Acumen

Sub-Competency	IHRP Master Professional
<p>6.1 Apply Business and Financial Acumen</p> <p>Apply knowledge of key business drivers and internal and external data points to inform decision-making and formulate strategic recommendations, focusing on value creation and the enablement of business strategy.</p>	<p>Organisational Leader:</p> <ul style="list-style-type: none"> • Formulate the organisation’s business models, business strategy and enterprise risk management strategy with other members of the senior business management team, focusing on how to drive innovation, agility and creativity across the business and people agenda. • Lead credible and persuasive presentations with other members of the senior business management team, demonstrating how HR creates value, drives productivity and enables the implementation of business strategy. • Display professional maturity and executive presence in navigating contentious or sensitive topics during discussions with other members of the senior business management team and wider stakeholders. • Collaborate with other members of the senior business management team to spearhead the design of an organisation structure, workforce composition and workplace environment, which aligns with the organisation vision and enables business strategy by creating an employee experience which makes work safe, purposeful and productive. • Identify and assess the current, critical and future-focused core capabilities required to deliver against business strategy in a competitive operating environment and continuously evolving external environment. • Evaluate business and financial performance metrics to draw linkages to HR policies and programmes, pinpointing current and future challenges and recommending value-creating solutions to enable business strategy and enhance workforce performance and the employee experience. • Scan the local, regional and international landscape to evaluate the implications of the external environment (political, regulatory, economic, social, technological, legal) and recommend ways for the organisation to pre-empt and respond to challenges in an agile manner. • Synthesise industry trends and strategic insights across a range of internal business changes and imperatives (e.g. navigating changing workforce compositions, optimising flexible working arrangements, operating effectively in a changing global environment, managing digital and technology impact, and transforming HR) to provide alternative perspectives which challenge the organisation to reinvent current practices and policies to transform for the future. • Translate how the short and long term people-related impacts of business decisions will affect the employee experience and productivity, enabling the senior business management team to take a holistic view as they navigate complex decisions around cost optimisation and risk mitigation.

The current IHRP Master Professional (MP) competencies are structured into three sections of **Organisational Leader**, **HR Leader** and **People Leader** to reflect the different lenses through which an IHRP MP is viewed.

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- **HR Leader:** Role of the HR leader to shape a value-creating HR function
- **People Leader:** Role of the HR leader to deliver the people agenda for the organisation

Human Resource Leader:

- Cultivate a culture of evidence-based and principle-based decision making across the HR function, empowering HR to leverage data to communicate and demonstrate the impact of HR initiatives.
- Articulate the impact of HR strategy and initiatives on business and financial performance and employee experience, enabling the function to understand the value they create.

People Leader:

- Conceptualise and articulate the organisation's rewards philosophy and employee value proposition, to guide the development of policies and processes which will attract, motivate and retain employees whilst delivering value for the business.
- Lead the talent agenda by overseeing the development and strengthening of the talent bench strength and leadership pipeline, simultaneously creating development opportunities for employees, meeting succession needs and ensuring business continuity.

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Steer Organisation Culture and Change

Sub-Competency

IHRP Master Professional

6.2 Steer Organisation Culture and Change

Lead, direct, inspire and enable changes in the organisation's culture, by providing compelling and impactful leadership.

Organisational Leader:

- Guide Board and executive suite level stakeholders when navigating any shifts in the organisation's purpose or model of measuring value (e.g. towards a multi-stakeholder model or an increased focused on ESG objectives), determining how to translate this into the organisation's values and culture.
- Champion the organisation's values and cultivate the desired culture, working with other members of the senior business management team and wider stakeholders to unify the organisation towards a common strategic direction.
- Evaluate ways for operational drivers to be leveraged to reinforce individual behaviours which embed the organisation's desired culture.
- Identify strategies for managing and resolving organisational challenges in the areas of ethics, culture and performance, demonstrating an understanding of behaviour change levers.
- Champion organisation development or change interventions which will create an agile organisation which is equipped to transform for the future, deliver sustainable value and navigate uncertainty.
- Define and communicate the expected conduct and behaviours of all employees in line with the values of the organisation, identifying ways to increase employee understanding and connection with the organisation's purpose and values.
- Evaluate how the way that work gets done in the organisation, in terms of job role redesign, skills and capabilities and workforce composition, needs to continuously be reinvented as the business objectives, the external environment and the role of technology and automation evolves.
- Steer large-scale organisational change or transformation programmes, acting as an innovation enabler and change champion.

Human Resource Leader:

- Lead HR transformation, technology and process redesign programmes to enable the creation of the organisation of the future, drive workforce productivity, deliver a human-centric, consumer-grade HR technology experience and improve HR operational excellence.
- Formulate the organisation's overall learning and development philosophy, empowering members of the HR function to create a culture of learning accountability and ownership for employees.
- Lead and coach the members of the HR function on effective change management to navigate complex organisational changes and ensure that productivity and employee engagement can be maintained during periods of disruption and ambiguity.

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- Recognise the business implications of upholding ethical principles, the organisation's values and proper conduct, holding the HR function to the highest standards of integrity and ethical and professional conduct.
- Guide the HR function to ensure that security, relating to technology and data, is prioritised and maintained in line with organisational and legal regulations.

People Leader:

- Evaluate opportunities for job roles to be redesigned to enable employees to understand how their role meaningfully connects with the organisation's purpose and way of measuring value.
- Support employees to understand how they can craft a meaningful career and make an impactful contribution in the context of rapid change and workforce evolution.
- Drive an agenda of inclusion as the organisation taps on a broader talent ecosystem and the workforce composition continues to shift (e.g. the increasing prevalence of gig workers).
- Champion communication initiatives and change interventions which build employee resilience and readiness for change.
- Identify opportunities to implement open-source change approaches, enabling employees and stakeholders across and beyond the organisation to be involved as active decision-makers and change-shapers.
- Spearhead the creation of safe, inclusive environments for employees to raise feedback, concerns and grievances to proactively address problems and minimise instances of escalation or derailment.

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Deliver Strategic Insights and Foresights

Sub-Competency	IHRP Master Professional
<p>6.3 Deliver Strategic Insights and Foresights</p> <p>Synthesise viewpoints that are future-oriented to offer agile, creative and effective solutions which solve strategic organisational issues.</p>	<p>Organisational Leader:</p> <ul style="list-style-type: none"> Facilitate and participate in scenario planning, fostering organisation agility by equipping senior leaders with information, tools and capabilities which will empower them to be resilient and agile as they respond to future ambiguous circumstances and changes. Deploy data-driven evidence and insights to influence other members of the senior business management team and wider stakeholders to invest strategically on people-related matters where it will enable business strategy and objectives, enhance the employee experience and ready the organisation for the future. Champion the adoption of workforce analytics (HR metrics and data analytics) as a business intelligence tool to predict workforce demands and gaps and enable informed decision-making around workforce and people management. Actively participate in professional associations to build networks across industries, sharing thought leadership and actionable insights with others across the organisation through various channels. <p>Human Resource Leader:</p> <ul style="list-style-type: none"> Promote a shift towards predictive and prescriptive data analytics, encouraging the HR function to leverage a wealth of people-related data, in line with ethical and legal requirements, to deliver evidence-based foresights and insights. Advocate for the integration of data visualisation and storytelling techniques to enable the HR function to present insights and foresights in a compelling way. Evaluate the latest trends and developments in HR concepts, tools, techniques, technology and solutions, driving continuous improvement and enhancing the value the HR function brings to the organisation. Pinpoint areas for HR capability development and transformation based on reviews of global best practices and predictions of future priorities, enabling the HR function to act as a role model for the organisation's reskilling agenda. Spearhead the development of thought leadership within the HR function, mentoring team members to shape forward-looking perspectives. <p>People Leader:</p> <ul style="list-style-type: none"> Implement evidence and principles-based approaches to determine ways for the organisation's people-related initiatives to evolve to create an employee experience which enables employees to thrive and positions the organisation as an employer of choice.

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Drive HR Value Creation

Sub-Competency

IHRP Master Professional

6.4 Drive HR Value Creation

Design and manage the HR function to maximise the value created for the organisation and the impact on the employee experience.

Organisational Leader:

- Serve as a trusted member of the senior business management team, demonstrating business acumen, industry knowledge and forward-thinking HR practices when working together to create and implement strategies which solve business and operational issues or challenges.
- Nurture collaborative partnerships with other members of the senior business management team and wider relevant stakeholders to ensure that the HR strategy and initiatives are structured to deliver value for the organisation, in the context of current and future business objectives.
- Provide effective governance and oversight to instil the necessary discipline in policy enforcement and issue resolution, whilst embedding the importance of ethics and integrity across the organisation.
- Formalise policies and practices to maximise the interests of the organisation and its employees.

Human Resource Leader:

- Design a HR function and operating model which creates value for the business, drives the organisation to be transformed and ready for the future, enables productivity and innovation and finds a balance between agile responses and processes.
- Determine ways for the HR function to work in tandem with other functions, such as facilities, technology or operations, to collectively enable the business in a way which creates the maximum impact and continuity.
- Oversee the design and delivery of HR strategy and initiatives, evaluating how the touchpoints across the employee lifecycle come together to create a compelling employee experience which makes work safe, purposeful and productive for employees.
- Evaluate marketplace dynamics and industry trends to identify ways that the HR function's operating model and processes could be disrupted to deliver more value.
- Create a culture of continuous improvement across the HR function, empowering team members to adopt agile, end-user focused approaches.
- Conceptualise ways for the HR function to act as a coach and mentor for business leaders and managers across the organisation, to ensure there are equipped with the capabilities and tools to sustainably support employees.
- Mentor and guide members of the HR function to apply and balance both value-based and principle-based approaches as they navigate areas of ambiguity or paradoxes across the organisation.

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People Leader:

- Advocate for a culture of inclusion and diversity across the organisation, ensuring that policies, processes and behaviours enable all employees to have a sense of belonging and be able to achieve their highest level of productivity and development.
- Navigate the reinvention of the way that work gets done in the organisation, guiding the organisation to consider how to manage the balance between talent and technology as job roles, workforce compositions and workplace environments evolve.

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Engage and Manage Stakeholders

Sub-Competency	IHRP Master Professional
<p>6.5 Engage and Manage Stakeholders</p> <p>Form, maintain and cultivate relationships with both senior internal and external stakeholders, conducting and positioning oneself with respect and influence.</p>	<p>Organisational Leader:</p> <ul style="list-style-type: none"> Engage with members of the Board to offer a strategic view of people-related impacts and shape business strategy. Navigate complex stakeholder relationships with internal and external stakeholders, acting with influence to be a mediator where conflicting agendas may arise and difficult situations need to be resolved. Identify opportunities to foster relationships with wider societal stakeholders (such as the community, government bodies, unions, industry associations etc.), considering how to navigate these relationships in a way which aligns with multi-stakeholder models of measuring value or ESG objectives. Coach other members of the senior management team to enable them to understand and achieve their potential. <p>Human Resource Leader:</p> <ul style="list-style-type: none"> Guide the HR function to communicate with stakeholders across and beyond the organisation in an impactful way, mentoring team members to navigate complex or confrontational situations. Identify opportunities for the HR function to build relationships with stakeholders across the organisation, including business leaders and managers, who can enable the sustainable, successful implementation of HR initiatives and shape the employee experience. Champion end-user focused design approaches, empowering members of the HR function to proactively engage with diverse groups of stakeholders from across the organisation to seek inputs and feedback <p>People Leader:</p> <ul style="list-style-type: none"> Champion people-related initiatives with other members of the senior management team and wider stakeholders to promote and enhance the employee experience and engagement across the organisation.

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