



INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

IHRP BODY OF COMPETENCIES 3.0





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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.

What is the IHRP Body of Competencies?

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.

The BoC was first created in 2016 and is refreshed at regular intervals, in both 2020 and 2024, to accurately reflect trends in the HR landscape and elevate the expectations and certification criteria for HR professionals. By aligning with the latest trends, the BoC empowers HR professionals to stay at the forefront of their field and excel in their roles.

The IHRP BoC offers four certification levels: IHRP-CA, IHRP-CP, IHRP-SP and IHRP-MP. Each certification level builds upon the foundation of the BoC.

How was the Body of Competencies developed?

Since its inception in 2016, the BoC has been grounded in research and collaboration with prominent HR thought leaders, subject matter experts, and sector stakeholders. The BoC was developed by considering the key trends that are impacting the HR landscape translating that into key expectations for the HR professionals. To ensure that the BoC is relevant, the framework was further validated in focus groups involving over 450 participants representing HR and Business leaders across MNCs, SMEs and Public Sector.

This commitment to excellence and inclusivity also guided the approach for the 2024 BoC refresh. During the 2024 refresh, six key trends were identified as anchors shaping the workforce landscape. Additionally, comparative analyses were conducted across other leading international competency frameworks, enabling a comprehensive review and understanding of prevalent industry best practices.

6 Key Trends and Themes

These six key themes and trends are reflective of the how the global environment is being disrupted by factors like technology, the evolving world of work, as well as how employee and consumer expectations of organisations are changing. These trends inform the way HR needs to evolve, in order to stay competitive in a fast-paced environment.

6 Key Trends and Themes	What changed in 2024?
<p>Building a Resilient Workforce Various formats of disruption and uncertainty have been rising, and continue to be present, including geopolitical tensions and instability, a global pandemic, economic uncertainty, and rapid technology advancements. HR plays a crucial role in promoting workforce resilience by assisting employees in adapting to these changes.</p>	<p>A new sub-competency called “Holistic Wellbeing” has been added into the “Engage” category of the BoC, to reflect the need for HR to focus on employees’ total wellbeing (e.g., physical, mental, social, financial).</p>
<p>Driving People-Centred Productivity As organisations continue to face challenges such as a shrinking workforce, the changing nature of work, and increasing cost pressures, they must ‘do more with less’. This means harnessing the potential of their existing talent to maximise value. HR must unlock greater productivity by designing work that delivers the highest value for organisations while engaging employees with meaningful work.</p>	<p>A Mindset and Behaviour has been uplifted and renamed to “Enable Business Value Creation”, highlighting the need for HR to become more proactive in driving the business, and adopt an interdisciplinary approach to understand how workforce outcomes can impact the business and other parts of the organisation.</p>
<p>Building Skills-Powered Organisations Organisations are increasingly pursuing a skills-powered approach, enabling them to navigate changes with greater flexibility and adaptability. HR acts as a talent orchestrator, matching skills to work efficiently, fostering a culture that values skill development, and guiding the organisation to invest in skills.</p>	<p>Competencies such as “Career Management”, “Learning and Development” and “Sourcing” have been further expanded to include how organisations can use a skills-based approach for various talent practices along the HR value chain to foster greater career health.</p>
<p>Accelerating Transformation As technologies like AI emerge and cost pressures rise, organisations must undergo transformation to stay competitive. These transformations inevitably impact employees, and it is the role of HR to lead and facilitate these changes, ensuring an enhanced and supportive employee experience during times of change.</p>	<p>The foundational competency “Technology and Operational Excellence” has been expanded to include the use of AI-embedded technologies, opportunities and risks linked to using AI. Within “Organisation Development” there is also an added emphasis on HR being a change enabler and playing a key role in facilitating organisation-wide changes and transformation.</p>
<p>Putting Values at the Forefront Organisations are facing greater scrutiny from stakeholders to be value-led, ethical, and responsible, positively contributing to society and the environment. HR needs to balance the various expectations, aligning People processes with values and principles while supporting the organisation’s sustainability agenda.</p>	<p>A new foundational competency on “Sustainability” has been added to the BoC, to highlight the role played by HR in growing awareness and integrating Environmental, Social and Governance principles (ESG) into the workplace. The revised “Lead with Principles and Values” Mindset and Behaviour also includes elements relating to considering values that the organisation represent, standing up for one’s beliefs, safeguarding the needs of employees, and making ethical decisions guided by evidence.</p>
<p>Creating an Inclusive and Fair Workplace With increasing employee demands for workplace inclusivity and fairness, organisations need to uplift their understanding of diversity, equity, and inclusion (DEI), establish a strong foundation built on inclusivity and fairness, and gain a better understanding of the needs of diverse employees. HR is expected to foster a culture of equity and inclusivity, embedding DEI into all aspects of People strategies.</p>	<p>Across the BoC, competencies such as “Sourcing”, “Learning and Development”, and “Retirement” have been expanded to include practices and behaviours that focus on and instil diversity and inclusion within the organisation.</p>

How can I use the Body of Competencies?

Depending on your background, experience level and current role, you may use the BoC in different ways. Examples include:

HR Professionals:

- **Guide Professional Development:** Leverage the BoC to identify specific HR competencies for improvement and staying ahead in your HR career.
- **Design People Strategy & Initiatives:** Use the BoC as your guide to design and implement impactful HR policies and initiatives for your organisation.
- **Enhance HR Processes:** Utilise the BoC to identify areas for process improvements and to drive efficiency.

Aspiring HR Professionals or Undergraduates:

- **Understand Practical Competencies:** Develop your HR capabilities by understanding the different types of behaviours and competencies needed in the field.
- **Build Industry Awareness:** Develop greater industry awareness by exploring the BoC and staying up-to-date with current practices and trends in HR.

Managers of HR Professionals:

- **Motivate Performance:** Use the BoC as a discussion aid to motivate your HR professionals' performance and help them reach their full potential.
- **Enhance Learning:** Identify learning needs and provide targeted development opportunities for your HR team based on the competencies outlined in the BoC.

Training Providers:

- **Design Future-proof and Accredited Curricula:** Create impactful and up-to-date HR training programmes and courses aligned with the BoC competencies.

Business Leaders:

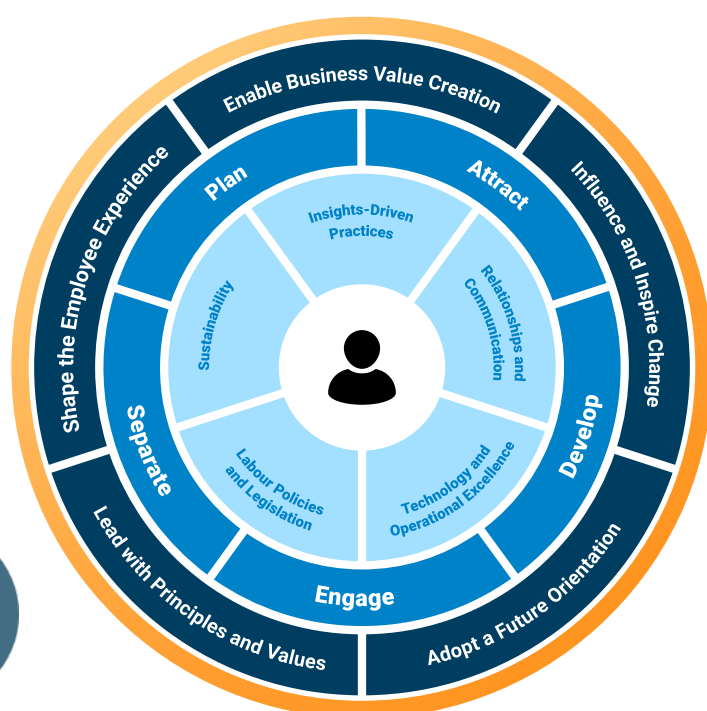
- **Improve HR Capabilities:** Elevate your People strategy and HR function by leveraging the BoC to understand the role of HR and identify practical ways to drive business outcomes.

Ultimately, the BoC aims to strengthen and professionalise HR practice in Singapore. It is also an important reference tool for HR professionals who are preparing for the IHRP certification assessments.

As part of the 2024 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. In addition to these three areas, Advanced Competencies have been identified for HR professionals at the highest level of certification.



HR Mindsets and 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

These are required for HR professionals to successfully deliver their functional roles, reflective of the HR lifecycle. 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.

Advanced Competencies

The Advanced Competencies are designed for HR professionals at the highest level of certification (IHRP-Master Professional) and embody the **strategic, business-focused, and people-related capabilities** required of senior HR leaders.

IHRP Professional Certification Level Definitions

The BoC aims to strengthen and professionalise HR practice in Singapore. It is an important reference tool for HR professionals who are preparing for the IHRP certification assessments. The BoC follows a “building block” or cumulative approach; this means that at the higher levels, such as IHRP-SP, the ability to demonstrate the performance statements of the lower levels is implied.

You can find out more about the different certification levels, and the related sub-competencies below.



IHRP Certified Associate (IHRP-CA)

IHRP Certified Associate (IHRP-CA): **New and aspiring HR professionals, or HR consultants**, with less than 3 years of HR working experience and support the HR team in day-to-day HR operations and HR intervention strategies. Also applicable for students and mid-career switchers who are interested in pursuing HR related roles.



IHRP Certified Professional (IHRP-CP)

IHRP Certified Professional (IHRP-CP): HR professionals with **more than 3 years of HR working experience**, 150 HR training hours 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.



IHRP Senior Professional (IHRP-SP)

IHRP Senior Professional (IHRP-SP): **Seasoned and experienced HR leaders** with more than 8 years of HR working experience, 2 years of strategic experience, 150 HR training hours and/or responsible for leading a HR function, designing and developing HR policies and programmes, as well as provide day-to-day guidance to the team for HR service delivery. Consultants at an equivalent experience level whose work is directly relevant to HR are also eligible.



Master Professional (IHRP-MP)
(By Invitation only)

IHRP Master Professional (IHRP-MP) (by invitation only): **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
Enable Business Value Creation	HR professionals play a critical role in ensuring the business remains competitive and adaptable by implementing effective People strategies and processes to enable sustainable business value.
Influence and Inspire Change	HR professionals are uniquely positioned to influence, create value and drive sustainable organisational change by providing effective leadership and guidance.
Adopt a Future Orientation	HR professionals are in a pivotal position to drive innovation and enable organisations to have an eye on preparing for the future as they manage current issues and uncertain situations.
Lead with Principles and Values	HR professionals play a critical role in fostering an organisational culture that values fairness, ethics and empathy, ensuring that decisions impacting the workforce are guided by a set of consistent principles that reflect the organisation's values and ethics.
Shape the Employee Experience	HR professionals play a critical role in orchestrating the end-to-end employee experience to build a thriving, engaged and productive workforce. The employee experience should be thoughtfully curated to reinforce the organisation's espoused values and beliefs.

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.

Competency	Definition
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, holistic wellbeing, 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
Insights-Driven Practices	Analyse data to uncover insights, utilising insights to inform decision-making, shape strategies and address business challenges in a methodical and data-driven manner.
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 to enhance the end-user experience.
Labour Policies and Legislations	Comply with employment laws, regulations and tripartite guidelines and advisories that impact the business and employees of the organisation.
Sustainability	Design and implement initiatives (e.g., fostering culture, identifying emerging talent needs, designing policies) that enable the organisation to promote financial, environmental and social sustainability.

2.4 HR Advanced Competencies

The Advanced Competencies are designed for IHRP Master Professional and reflect the strategic and leadership roles they are expected to play, emphasising their ability to contribute directly to organisational success and sustainability.

Competency	Definition
Drive Business Value	Apply insights on trends and key business drivers to co-create business and People strategies that drive sustainable business value and accelerate business growth.
Steer Organisational 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 future-oriented viewpoints to offer agile, innovative and effective solutions that solve strategic organisational challenges or issues.
Amplify HR Impact	Formulate People strategies which drive impact and ensure organisation resilience while enhancing the employee value proposition.
Engage and Influence Stakeholders	Cultivate relationships with internal and external stakeholders by building trust and establishing credibility and leverage these connections to drive support and commitment towards the people and business agenda.

3. 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 work, deal with people, and manage work related situations. These mindsets are equally applicable to HR professionals in the private, public sector and non-profit organisations; however, application may vary based on the organisation's context and objectives.

HR Mindsets and Behaviours	Definition
<p>Enable Business Value Creation: HR professionals play a critical role in ensuring the business remains competitive and adaptable by implementing effective People strategies and processes to enable sustainable business value.</p>	<p>HR professionals are expected to:</p> <ul style="list-style-type: none"> • Identify business imperatives, opportunities, and risks to assist in making strategic and operational business decisions. • Understand the impact of current and future trends on the overall business performance. • Adopt a stakeholder-centric lens to consider the perspectives of both internal and external stakeholders and develop tailored people strategies that align with business and workforce needs. • Formulate innovative people solutions that contribute to the overall business performance, purpose, and impact. • Build compelling business cases by establishing the long-term return on investment (ROI) for People initiatives to demonstrate their impact on overall business performance.
<p>Influence and Inspire Change: HR professionals are uniquely positioned to influence, create value and drive sustainable organisational change by providing effective leadership and guidance.</p>	<p>HR professionals are expected to:</p> <ul style="list-style-type: none"> • Be proactive, bold, and courageous in advocating for their point of view, addressing objections and influencing stakeholders to align with their perspectives. • Build trust and credibility while navigating relationships with stakeholders across various levels. • Engage in strategic discussions that communicate a compelling business case and value of People initiatives that resonate with various stakeholders. • Drive strategies and initiatives that enable successful and sustainable organisational change, including tailored communication and change management approaches for diverse workforce segments. • Maintain an open mindset, be receptive to feedback from stakeholders and leverage it to enhance People initiatives. • Guide and enable business leaders and line managers to develop the capabilities required to accelerate sustainable organisational transformation.

HR Mindsets and Behaviours	Definition
<p>Adopt a Future Orientation: HR professionals are in a pivotal position to drive innovation and enable organisations to have an eye on preparing for the future as they manage current issues and uncertain situations.</p>	<p>HR professionals are expected to:</p> <ul style="list-style-type: none"> • Anticipate the impact of both local and global trends and utilise these insights to pre-emptively design and implement innovative and forward-looking People strategies. • Commit to continuously improving People strategies and practices by analysing emerging business and workforce needs, keeping abreast of social, economic, and political trends, and learning from other organisations to incorporate best practices. • Demonstrate agility and proactiveness in the face of disruptions, quickly adapting to evolving circumstances. • Prioritise risk awareness and mitigation strategies, working closely with business leaders and line managers to cultivate a risk-aware culture. • Collaborate with business leaders and line managers to empower and enable the workforce to be adaptable, resilient, and equipped to navigate an ambiguous and ever-changing environment.
<p>Lead with Principles and Values: HR professionals play a critical role in fostering an organisational culture that values fairness, ethics and empathy, ensuring that decisions impacting the workforce are guided by a set of consistent principles that reflect the organisation's values and ethics.</p>	<p>HR professionals are expected to:</p> <ul style="list-style-type: none"> • Serve as a vital link between employees and the organisation, demonstrating empathy, fairness and consistency as they navigate complex decisions and situations. • Demonstrate courage and conviction in advocating for a point of view, and challenging unfair, inconsistent, or unethical decisions when faced with objections from other stakeholders. • Uphold strong professional standards, promoting ethics and acting with integrity across the organisation (e.g., IHRP Code of Professional Conduct). • Establish a set of fair and inclusive principles that are consistently integrated into all People processes and practices. • Establish a balance between business interests and workforce priorities, considering emerging trends and technological advancements (e.g., finding the optimal combination of human-machine collaboration, making decisions guided by AI, data, values and ethics). • Take personal ownership in developing and maintaining skills expected of credible and competent HR professionals through continuous professional learning. • Champion lifelong learning and embrace the development of people's potential with empathy and compassion.
<p>Shape the Employee Experience: HR professionals play a critical role in orchestrating the end-to-end employee experience to build a thriving, engaged and productive workforce. The employee experience should be thoughtfully curated to reinforce the organisation's espoused values and beliefs.</p>	<p>HR professionals are expected to:</p> <ul style="list-style-type: none"> • Adopt a stakeholder-centric approach to understand the needs of diverse segments of the workforce. • Enhance key touchpoints and 'moments-that-matter' across the employee lifecycle to create a compelling employee experience that makes work easier, more productive, and meaningful for employees. • Foster a culture of learning and coaching and create an environment that supports the sustainable delivery of a compelling employee experience for all stakeholders across the organisation. • Design tailored solutions that not only drive sustainable business impact but prioritise the employee experience and a sense of belonging at work.

4. Functional Competencies

Plan

HR Strategy

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.1 HR Strategy</p> <p>Develop, implement, and evaluate a HR strategy that drives business value creation and actively contributes to the organisation's performance while delivering the desired employee experience.</p>	<ul style="list-style-type: none"> Source information and data on the political, economic, social, technological, legal, and environmental issues impacting the HR strategy and operating model. Support engagements with line managers to gather information on business objectives or goals and growth plans which will impact the overall HR strategy. <u>Assist in developing a future-oriented HR operating model</u> for executing the organisation's HR strategy. Develop change management collaterals to facilitate <i>clear and effective communication of the HR strategy to all stakeholders.</i> Support the execution of People initiatives and technology that align with the organisation's HR strategy and are responsive to current and future business needs. Collect and process data to measure the impact of People initiatives on the workforce and organisation's performance. 	<ul style="list-style-type: none"> Assess implications of political, economic, social, technological, legal, and environmental issues on business and workforce, and adapt the HR strategy accordingly. Identify and recommend key design principles that shape the HR operating model, focusing on enhancing the end user experience. Collaborate with employees, line managers and business leaders to drive HR function enhancements for business value creation, innovation, and productivity. Identify opportunities to augment HR processes, systems, and technology solutions to enhance delivery HR services and drive data-driven people decisions. Design a <i>change management approach for effective communication and alignment with managers and employees regarding HR strategies and People initiatives.</i> Propose, plan, and execute People initiatives in line with the organisation's HR strategy and approved budget. Assess impact of People initiatives on business value creation and end user experience, identifying ways to drive continuous improvements. 	<ul style="list-style-type: none"> Establish an HR strategy that aligns the organisation's purpose, business objectives and desired employee experience. Collaborate across functions (e.g., operations, facilities, IT) to design HR strategy and initiatives, identifying synergies and maximising collective impact to ensure business continuity and growth. Develop or redesign the HR operating model based on business needs and workforce requirements, to support the achievement of business objectives. Spearhead the development and implementation of HR strategy and initiatives, balancing business and end users' needs to create solutions with a clear purpose, driving innovation and effectively addressing challenges. <u>Advocate for the use of digital tools and technology</u> (e.g., AI, data analytics) to uplift the effectiveness and efficiency of HR service delivery. Guide HR team members to be agile and adaptable when implementing People initiatives, enabling them to <u>respond to ambiguous situations with agility and flexibility.</u> Establish and manage the financial budget for people-related spending during implementation of

People initiatives across
the employee lifecycle.

- Evaluate the impact of HR strategy and initiatives **using tangible metrics to assess efficacy and value creation for stakeholders.**

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:

- **Enable Business Value Creation**
- Adopt a Future Orientation
- *Influence and Inspire Change*
- **Lead with Principles and Values**
- *Shape the Employee Experience*

Plan

Workforce Planning

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.2 Workforce Planning</p> <p>Develop a comprehensive workforce plan that addresses the organisation's current and future workforce requirements (including required skills) and establish robust strategies to adapt to future scenarios.</p>	<ul style="list-style-type: none"> Source information and data <u>on current and future impact of political, economic, social, technological, legal and environmental issues</u> on the organisation's workforce plan. Gather, clean, and analyse workforce data, (e.g., headcount and turnover rates) to identify potential gaps and support data-driven workforce planning decisions. Conduct data analysis to project future workforce requirements, analysing the impact of future headcount requirements on labour cost. Support engagements with line managers to gather information on business objectives and growth plans that impact workforce planning. Support in <i>communication of workforce plans and solutions</i> (e.g., to build, buy, borrow, bot, bounce) to line managers. 	<ul style="list-style-type: none"> Assess the impact of <u>political, economic, social, technological, legal, and environmental issues on business drivers and implications on current and future workforce requirements.</u> <u>Adopt a skills-based approach to workforce planning</u> by identifying current and future critical skills required and addressing these skill gaps. Develop workforce projection models and analyse outcomes to assess talent and skills demand, supply, and projected gaps. Develop workforce plans based on outcomes of the projection models, considering different approaches to address talent gaps, including hiring, developing talent, and leveraging technology and automation. Identify relevant digital tools (e.g., AI, advanced data analytics) that could augment or automate workforce planning processes. Anticipate potential scenarios that may impact the organisation's size, shape, structure, and skills requirement and <u>develop solutions to mitigate potential people and organisational risks.</u> Collaborate with business leaders to review workforce 	<ul style="list-style-type: none"> Establish a robust strategic workforce planning framework incorporating <u>scenario planning, workforce analytics and projections, to prepare for workforce contingency plans and make informed decisions.</u> <u>Advocate for a skills-based approach to workforce planning, guiding business leaders to identify critical skills required to meet current and future demands.</u> Guide the development and evaluation of workforce models to ensure that they account for and assess any existing skills gaps. Leverage digital tools (e.g., AI, big data analytics) to <u>envision impacts of potential scenarios on workforce projections and enable a proactive approach to workforce planning.</u> Collaborate with senior management to address current and future talent gaps and develop workforce plans and talent strategies that align with overall business objectives. Collaborate with business leaders and senior management to develop <u>contingency plans and strategies</u> that address workforce-related challenges or changes. <i>Communicate the role of workforce planning in future-proofing the</i>

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:

- **Enable Business Value Creation**
- Adopt a Future Orientation

- *Influence and Inspire Change*
- **Lead with Principles and Values**
- *Shape the Employee Experience*

	<p>solutions, considering opportunities to tap on alternative talent models (e.g., gig workers, freelancers).</p> <ul style="list-style-type: none"> • Analyse and manage financial and manpower implications resulting from the proposed strategic workforce plan. • Support business leaders and line managers in communicating a workforce plan that builds assurance and alignment with planned initiatives. • <i>Design a change management approach</i> to proactively support line managers and employees impacted by strategic workforce plans, <i>ensuring that employees feel empowered to contribute through their roles.</i> 	<p>organisation, ensuring that the workforce remains relevant and aligned with the organisation's strategic priorities.</p> <ul style="list-style-type: none"> • <i>Develop a change management and communication strategy to address senior management or business leaders concerns regarding workforce planning (e.g., talent movement across teams, expansions, and downsizing).</i>
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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:

- **Enable Business Value Creation**
- Adopt a Future Orientation
- *Influence and Inspire Change*
- **Lead with Principles and Values**
- *Shape the Employee Experience*

Plan

Organisation Development

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.3 Organisation Development</p> <p>Design the organisation structure (hierarchy, people, process, and system), considering its impact on organisational culture and productivity to drive its business objectives.</p>	<ul style="list-style-type: none"> Support data and information collection to build business cases for organisational development or change initiatives. Assist in analysing the current organisational structure, including job roles, and reporting lines, aligning them with strategic goals. Collect data and information to monitor progress against success metrics 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> regarding organisational development or change interventions. 	<ul style="list-style-type: none"> Develop an evidence-backed business case to quantify the benefits and business value of organisation development initiatives. Establish the processes, methodologies, criteria, and tools to support the organisational structure development. Utilise tools and frameworks to review the current state of the organisation, identifying organisational issues (e.g., duplication in functions, people or processes) and <u>driving targeted initiatives to address gaps</u>. Evaluate the effectiveness of organisational development or change interventions against success metrics to <u>drive continuous improvement</u>. Execute <i>communications and change management strategy</i> to articulate the business case and impact of organisation development and/ or change interventions on overall business objectives. Conduct stakeholder analysis and <i>engagement activities to influence and gather support</i> for organisation development and change interventions. Facilitate discussions with relevant stakeholders across various business 	<ul style="list-style-type: none"> Evaluate <u>external macros trends and conduct scenario planning</u> to inform long-term organisational development or change priorities. <i>Review outcomes of organisational diagnosis to identify opportunities to drive the organisation's purpose and business objectives</i> through organisational development or change interventions. Secure buy-in from key sponsors and stakeholders by communicating the business case and aligning on the rationale for organisational development and/or change efforts. Establish framework and guidelines for the HR function to deliver organisational development or change initiatives <u>at speed and scale to drive resilience and agility</u>. Establish processes and define measurable success metrics based on productivity, organisational characteristics, and culture, to drive key business objectives. Leverage the use of organisational change diagnostic tools (e.g., analytics software, AI) <u>to assess the organisation's capability and agility when responding to</u>

Legend

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- **Lead with Principles and Values**
- *Shape the Employee Experience*

	<p>functions to consolidate meaningful insights, address potential roadblocks or resistance, and guide the change and development efforts.</p> <ul style="list-style-type: none"> • Monitor and analyse the implementation of organisational development or change interventions to assess impact on organisational culture. 	<p><u>internal and external changes.</u></p> <ul style="list-style-type: none"> • Design and oversee the implementation of organisational development and <i>change management initiatives</i> that deliver tangible and quantifiable results. • Assess the impact of organisational development and change interventions by measuring metrics and progress, <u>driving iterative and continuous improvement.</u>
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Plan

Job Redesign

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.1.4 Job Redesign</p> <p>Evaluate the structure and design of new and existing tasks and processes to maximise productivity, leverage technology and create work that meaningfully engages employees.</p>	<ul style="list-style-type: none"> Support the implementation of the organisation's job redesign methodology by collecting data through time and motion studies, on-site observations, employee surveys, user interviews and process reviews. Analyse collected data to identify critical aspects of existing work that align with the organisation's strategic objectives. Identify the skills required to perform work, <u>conduct gap analyses, and propose upskilling and reskilling initiatives</u>. Support the testing of solution prototypes, collecting feedback to <u>inform solution refinements</u> and achieve an optimal combination of human-automation interaction. <i>Support the execution of change management and communication activities, responding to queries from line managers and employees.</i> Collect data and/or generate reports to measure the impact and success of end-state job redesign. 	<ul style="list-style-type: none"> Identify stakeholders with functional expertise and knowledge who can provide inputs on designing work for the identified function areas. Implement the organisation's job redesign methodology by <i>observing and engaging stakeholders</i> to understand the current work tasks, processes, workplace environments, and technology systems across impacted functions. Analyse the outcomes of the diagnosis and identify opportunities to restructure, simplify or optimise work to make it valuable and meaningful for employees. Collaborate with stakeholders from across the business to co-create and prototype job redesign solutions (e.g., process enhancement, technology implementation, outsourcing, workplace optimisation, marketplace for talent assignments, segmenting tasks into projects). Collect the outcomes of the solution prototypes and gather stakeholder feedback to create an evidence-based business case on effective job redesign solutions. Develop a process for testing and measuring solution prototypes to <u>refine the suite of</u> 	<ul style="list-style-type: none"> Evaluate the organisation's business strategy and external influences to <u>identify areas where job redesign may be necessary</u>. Lead the implementation of the organisation's job redesign methodology, identifying approaches to understand work and optimise work processes and tasks through redesign. Build a business case for job redesign by demonstrating potential ROI and benefits to secure buy-in from senior management. Determine success metrics for job redesign and identify areas where job redesign methodology can be improved. <i>Coach HR team and business leaders on job redesign diagnosis, solution design, implementation and change management approaches, championing the benefits of job redesign.</i> <u>Recommend adaptations to wider HR policies and processes</u> (e.g., compensation, career pathways, learning and development). <u>Spearhead the design and implementation of upskilling and reskilling initiatives</u> to address skill gaps that emerged from job redesign.

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	<p><u>solutions that will enable effective job redesign.</u></p> <ul style="list-style-type: none"> • Anticipate the impact of job redesign on HR policies and processes, (e.g., compensation, career pathways, learning and development). • Guide line managers to engage with employees affected by job redesign, ensuring clear communication on processes and impact, to foster a positive employee experience during the transition. • Assess the success of job redesign against the organisation’s success metrics and <u>identify potential improvement areas.</u> 	<ul style="list-style-type: none"> • Evaluate the impact of job redesign on the <u>workforce composition and skills needed for the future.</u>
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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"> • <u>Conduct research and analyse demographic and labour market trends</u> to diversify talent pools, including candidates from underrepresented groups (e.g., mature workers, people with disabilities, neurodiverse individuals). • Deploy a mix of internal and external recruitment channels (e.g., social media, job boards) to engage diverse talent pools and candidates. • Support the execution of communication and marketing activities related to employer branding and employee value proposition. • Identify potential stakeholder groups and communities to collaborate with to attract candidates aligned with the <i>organisation's talent needs.</i> • Assist in designing policies and defining metrics to expand sourcing across diverse groups (e.g., mature workers, people with disabilities, neurodiverse individuals). • Execute recruitment plans with business leaders to source for qualified candidates and fill open positions. • Leverage digital tools and technologies (e.g., AI, algorithms) where applicable, to <u>enhance screening and optimise sourcing processes.</u> 	<ul style="list-style-type: none"> • Recommend hiring standards, selection criteria and skill requirements aligned with the current and future business objectives. • Co-create a unique and compelling employer brand with respective business units, aligning it with the corporate brand and articulating the employee value proposition. • Collaborate with marketing and corporate communications to design employer branding and recruitment materials that resonate with diverse demographics. • Design and execute initiatives (e.g., roadshows, employee ambassador programmes) <i>to deliver the employer branding strategy.</i> • Implement policies and guidelines on hiring and sourcing to diversify the workforce and source talent beyond existing pools (e.g., matured workers, people with disabilities, neurodiverse individuals). • Partner with education providers (local and international) and government bodies on internship programmes to enhance brand exposure and broaden the pool of entry-level hires. • Develop a database of contacts to enable 	<ul style="list-style-type: none"> • Establish sourcing guidelines, hiring standards, selection criteria, and skills requirements for senior positions <u>to meet the current and future business and leadership requirements.</u> • Establish the employer branding strategy that is aligned with the overall corporate branding strategy, ensuring desired candidate experience. • Engage with business leaders and industry stakeholders, to ensure that the organisation's employee value proposition and employer brand remain relevant and attractive. • Articulate a differentiated employee value proposition and influence others to be an ambassador for the employer brand. • Evaluate recruitment channels for effective <u>sourcing of candidates with future-ready capabilities.</u> • Evaluate the demand and supply of talent (e.g., for the industry, country, region) <u>to broaden and diversify talent pools and maintain a resilient talent pipeline.</u> • Lead the diversity and inclusion strategies in sourcing, ensuring a fair and unbiased process. • Communicate the benefits of a diverse workforce on business

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	<p><u>proactive and timely sourcing of qualified candidates to meet business needs.</u></p> <ul style="list-style-type: none"> Evaluate market practices and digital tools to <u>streamline and innovate sourcing processes.</u> 	<p>performance and encourage sourcing from diverse talent pools (e.g., mature workers, people with disabilities, and those who are neurodiverse).</p> <ul style="list-style-type: none"> Build a strong personal brand and a robust network of senior industry and professional contacts <u>to attract senior candidates.</u> <u>Evaluate applicability of digital tools and technologies</u> (e.g., AI) in enabling an objective and merit-based approach towards candidate sourcing.
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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"> Research and stay updated on the local and global labour markets and the cultural differences in hiring practices. Coordinate inclusive practices and unconscious bias training 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 inquiries from candidates related to selection processes. <u>Collate pre-employment screening information, references, and background checks to authenticate candidate information and documentation</u>. Support the preparation of internal and external compensation benchmarks for various job roles. <u>Utilise digital technologies (including AI) to augment/automate transactional tasks</u> within the talent acquisition process (e.g., data collection, offer preparation). 	<ul style="list-style-type: none"> Design <u>fair and equitable</u> hiring criteria for diverse talent pools. Advise hiring managers on <u>fair and unbiased</u> employment selection practices <u>in accordance with employment laws, tripartite guidelines and advisories</u>. Define the appropriate duration and number of selection rounds and parties to be involved in selection processes. Recommend and deploy assessment tools and technology solutions to evaluate the candidate job-fit to reduce hiring time and <u>manage hiring costs within the approved budget</u>. <u>Coach hiring managers and HR team members</u> on screening and assessment process, enabling them to deliver a <u>positive candidate recruitment experience</u>. Analyse screening and assessment data to support managers' hiring decisions. <u>Communicate the employee value proposition</u> to candidates through compelling employment letters and verbal communication to secure acceptance of employment offers. Facilitate interviews and assessments with line managers, accounting for cultural nuances and evaluate candidates' 	<ul style="list-style-type: none"> Design <u>a fair and unbiased screening</u> and assessment approach using a combination of criteria, assessments, and technology solutions to assess candidates fairly and efficiently. Advise business leaders on <u>fair and unbiased</u> employment practices aligned with <u>employment laws, tripartite guidelines and advisories</u>, as well as <u>current and future business needs</u>. Prioritise hiring spending to invest in <u>critical, future-ready capabilities that the organisation needs</u>. Assess senior candidates and recommend qualified candidates to business leaders for employment offers. <u>Engage business leaders and relevant stakeholders</u> to review and <u>address bias in acquisition processes</u>. Advise on senior hiring recommendations based on <u>existing business considerations, future business needs and culture fit</u>. Guide teams to curate compelling offers that <u>communicate the employee value proposition to secure acceptance from targeted senior candidates</u>. <u>Develop tailored policies and programmes</u> to address the needs of different employee

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	<p>potential for success in a global context.</p> <ul style="list-style-type: none"> • <u>Manage the pre-employment screening and background checks</u>, partnering with third parties where applicable and resolving potential issues. 	<p>groups (e.g., relocation assistance, allowances).</p> <ul style="list-style-type: none"> • <u>Provide advice on global workforce mobility processes</u> to local HR teams and line managers. • Oversee the pre-employment screening, reference and background checking process, guiding the team on issues resolution and handling senior level hire cases. • Evaluate and improve the effectiveness of the talent acquisition process by <u>integrating emerging practices and technology tools where relevant</u>.
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Attract

Onboarding

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
4.2.3 Onboarding Onboard new joiners through well-designed orientation, induction, and assimilation programmes to enable them to contribute effectively.	<ul style="list-style-type: none"> Collect feedback and inputs to identify the needs of new joiners for an engaging onboarding experience. Prepare standardised new joiner information kits and coordinate logistics to support new joiners. Prepare materials for orientation programmes, incorporating cultural nuances to facilitate an inclusive experience for new joiners. Gather feedback to <u>identify gaps and improve the onboarding experience and new joiner engagement.</u> 	<ul style="list-style-type: none"> Analyse key touchpoints in the new joiner experience to tailor the onboarding programmes for different personas. Design and deliver impactful orientation programmes for new joiners to facilitate their onboarding experience. Develop and implement cultural orientation programmes for foreign employees, where applicable, providing information about local resources and assist them in navigating critical processes (e.g., visa applications and housing arrangements). <u>Identify and integrate digital tools for a streamlined onboarding experience.</u> Design and implement feedback processes for new joiners and line managers to gather data on engagement and performance, enabling <u>prompt actions to address areas for improvement.</u> <u>Design onboarding sessions for new joiners enabling integration into functional teams, insights into business needs and job requirements.</u> Collaborate with business leaders and line managers to create a positive employee experience that promotes assimilation and enables new joiners to thrive in 	<ul style="list-style-type: none"> Advocate for the employer brand, employee value proposition, and organisational culture throughout onboarding programmes and touchpoints with new joiners. Evaluate new joiner feedback, engagement levels, and turnover rates to identify key patterns to <u>continuously improve retention and engagement levels of new joiners.</u> <u>Leverage advanced analytics knowledge and tools (e.g., predictive analytics)</u> to identify key drivers of engagement in order to predict new joiner attrition and performance. <u>Drive and prioritise improvements</u> to onboarding programmes to enhance new joiner experiences, enabling the adaption to the organisation's culture. <u>Establish frameworks for cultural immersion programmes and partner with additional service providers</u> (e.g., relocation assistance, allowances) <u>to offer settling-in and integration support for foreign employees.</u> <u>Collaborate with business leaders to curate tailored onboarding experiences for senior talent to ensure a seamless assimilation into the organisation.</u>

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terms of wellbeing and performance.

- *Coach and support line managers in effectively integrating new joiners, guiding them to consider the impact on 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>Foster a culture of lifelong learning through targeted learning and development initiatives that develop essential skills and competencies for current and future assignments.</p>	<ul style="list-style-type: none"> Conduct learning needs analyses to assess employees' skills and <u>identify learning initiatives to bridge gaps</u> and empower employees to achieve the organisation's current and future business objectives. Coordinate with internal stakeholders and external vendors to ensure regular updates to learning management systems or repositories. Manage learning and development initiatives across internal social networks and platforms to <i>facilitate organisation-wide knowledge sharing</i>. Track metrics and generate reports on learner engagement, progress, completion rates, assessments, and satisfaction to assess training effectiveness and identify opportunities to enhance learning and development initiatives. Conduct research and share insights on external programmes, learning opportunities and <u>emerging learning and development trends and technologies</u> to enhance learning experiences for all employees. <u>Identify ways to utilise digital tools (e.g., AI, data analytics, automation) to effectively identify individual learning needs and optimise feedback collection.</u> 	<ul style="list-style-type: none"> Collaborate with business leaders to identify critical skill gaps and translate them into learning and development initiatives that drive business performance. Prioritise learning needs based on the criticality of identified skills to drive business objectives and future-proof workforce capabilities. Develop personalised learning and development strategies, initiatives, and curricula to <u>enhance workforce capabilities, provide upskilling opportunities, and promote self-directed and lifelong learning</u>. Implement <u>innovative learning channels, platforms, and technology (e.g., learning management systems, AI)</u> to deliver personalised learning that integrates with the flow of work. <i>Equip line managers with the skills and tools to mentor, train and provide on-the-job coaching, promoting an organisation-wide culture of learning.</i> <i>Coach and support line managers</i> in promoting learning accountability, including identifying leadership development needs in collaboration with senior leaders. Evaluate the effectiveness of learning transfer and return on 	<ul style="list-style-type: none"> <i>Champion lifelong and continuous learning</i> by promoting a growth mindset, learning agility and a focus on career health across the organisation. Collaborate with business leaders to align learning and development strategies with the current and future business objectives and skills requirements. Establish a culture of learning accountability, <i>empowering business leaders to become advocates for learner ownership</i>. Develop budgets for learning and development activities, prioritising spending on building strategic organisational capabilities that support current and future business objectives. Articulate financial budgets and return on investment on learning and development strategies and initiatives. Monitor and assess the impact of learning and development initiatives in developing organisational capabilities to meet <u>current and future business needs</u>. <i>Champion integration of learning activities, technology, and resources</i> into daily work to build a culture of 'learning in the flow of work'.

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		<p>investment to <u>recommend and prioritise improvement actions for learning and development initiatives.</u></p> <ul style="list-style-type: none"> • <u>Review and adapt the training approach</u> to meet changing needs and learning preferences, especially in a hybrid or remote work setting. 	<ul style="list-style-type: none"> • Lead refinements to learning and development strategies, incorporating digital technologies (e.g., AI) to create <u>a future-focused learning agenda.</u> • <i>Serve as a trusted advisor</i> on leadership development, working closely with senior management to provide guidance and recommendations for building leadership skills.
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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, frameworks and initiatives to enable employees to build long term and sustainable careers.</p>	<ul style="list-style-type: none"> Conduct research on <u>emerging trends in skills demand</u> (e.g., job transformation maps) and <u>digital technologies</u> to support career management initiatives. Identify the needs of different employee profiles or personas (e.g., considering values, interests, personalities, and skills) to inform the design of career development frameworks, policies, and initiatives. Collect data on skills required and assess skill gaps to <u>enhance career development opportunities</u> across the organisation. Assist in developing technical, behavioural and leadership skills taxonomy, identifying critical skills required to achieve the organisation's business objectives. Consolidate feedback on the effectiveness of the organisation's career development framework, policies, and initiatives <u>to identify areas for improvement</u>. <i>Support ongoing organisation-wide communication and education on the benefits of the career development framework, policies, and initiatives.</i> 	<ul style="list-style-type: none"> Research emerging market practices to enable employees to explore options (e.g., flexible, or part-time working) based on personalised needs and circumstances. Review critical skills needed for <u>current and future business needs</u> while curating career growth opportunities across the organisation. Formulate diverse career models, pathways (e.g., vertical, lateral, diagonal pathways), project-based assignments and rotations programmes based on skills required to perform the work. Apply career development and coaching frameworks to <i>help the workforce understand career development options</i> and routes to achieve career goals. <i>Plan and execute organisation-wide communications to raise awareness and understanding of the career framework and pathways, empowering employees to take ownership of their careers.</i> <i>Coach line managers in implementing individual and group career planning, providing guidance to <u>develop the workforce for future business needs</u>.</i> 	<ul style="list-style-type: none"> Evaluate emerging market practices relating to career development (e.g., career portfolio, career resilience, internal talent marketplace), anticipating the impact of the future of work on current practices and policies. <i>Champion and communicate the organisation's commitment to fostering career health</i> by ensuring that career frameworks are inclusive and aligned with the organisation's business objectives. Lead internal analyses to understand how <u>changes in work requirements and workforce composition</u> impact career development models, policies, and initiatives. Design career development and coaching strategies to build a strong talent pipeline <u>to meet the organisation's current and future business needs</u>. Collaborate with senior management and business leaders to identify career development gaps and co-develop initiatives aligned with overall business strategy and objectives. <i>Secure buy-in from senior management and business leaders by building a strong business case for investment in career development initiatives.</i>

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|--|---|---|
| | <ul style="list-style-type: none"> • Review and enhance career pathways and options in the organisation’s career development framework, policies, and initiatives, aligning with organisational strategies and <i>evolving employee development needs</i>. • <i>Guide managers to have career conversations with employees and create personalised development plans that align with employees’ values, interests, aspirations, skills, and organisational needs.</i> • <u>Incorporate digital tools (e.g., AI-powered talent marketplace) into career management processes and initiatives for personalised career guidance and enhanced efficiency.</u> | <ul style="list-style-type: none"> • Monitor and evaluate the costs and effectiveness of career development initiatives against employee engagement levels and turnover rates and implement actions for <u>continuous improvement</u>. • <i>Advocate for a skills-based approach to career management (e.g., skills-based job mobility, building career portfolios) to encourage employees to explore opportunities for <u>acquiring new skills and broadening their experience (e.g., internal talent marketplace or talent mobility programmes)</u>.</i> • <u>Champion technology tools (e.g., AI-powered talent marketplace) to enable employee-driven career development and democratisation of talent processes.</u> |
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| | • <i>Shape the Employee Experience</i> |

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 framework that aligns with business objectives and organisational values while ensuring fair and objective assessment of performance.</p>	<ul style="list-style-type: none"> Consolidate performance feedback and review documents used for performance management activities. Maintain records and documents, <u>ensuring sensitive information is securely stored or destroyed for privacy and confidentiality.</u> <i>Respond to inquiries, providing clarification and support to line managers and employees on performance review processes.</i> Generate reports to analyse performance metrics, improving the performance review process and <u>reducing biases.</u> Support the rollout of assessment methods aligned with the organisation's skills framework and business objectives. 	<ul style="list-style-type: none"> Develop and implement performance management systems, policies, and processes aligned with business objectives and performance management philosophy. <i>Provide guidelines to line managers in communicating performance and behavioural indicators to team members and developing goals aligned with business objectives and organisational values.</i> <i>Deliver effective, impactful communications on performance management systems policies, and processes, ensuring employees understand how they will be evaluated, rewarded, and developed.</i> <i>Provide advice to line managers on performance management (e.g., fair assessment, objectivity) and encourage on going performance dialogues to support team growth.</i> <i>Communicate the performance management process and philosophy to line managers, guiding them in managing complex situations (e.g., addressing cases of unsatisfactory performance).</i> <u>Understand the impact of tools (e.g., AI-generated performance reviews) on performance management, and</u> 	<ul style="list-style-type: none"> Co-create the organisation's performance management philosophy and framework with business leaders, aligning it with business objectives, organisation culture and values. Collaborate with business leaders to develop organisational key performance and behavioural indicators aligned with business strategy and organisational values. Establish a cohesive performance management framework that integrates key People processes, such as rewards, career management, and talent management approaches. <i>Advise business leaders on cascading and communicating their key performance and behavioural indicators to their staff and developing performance goals aligned <u>with current and future business objectives.</u></i> <i>Advise business leaders in communicating performance evaluation ratings to individual employees on one-to-one basis.</i> <i>Coach business leaders and the HR team to instil an organisation-wide sense of accountability, connecting employees with their contribution to</i>

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	<p>develop guidelines for fair and unbiased policies and processes.</p> <ul style="list-style-type: none"> • Consult and work with industrial or employee relations specialists to resolve grievances related to performance evaluation outcomes raised by employees. • Review performance management systems, trends, policies, and processes to <u>mitigate bias or discrimination risks.</u> • Adopt an evidence-based approach, leveraging data and insights, to evaluate performance management policies and processes, making informed decisions and <u>identify areas for improvement.</u> • Integrate performance management into the broader talent strategy (e.g., aligning performance management with rewards, L&D, succession planning and talent management initiatives). 	<p><i>the organisation's purpose and business objectives.</i></p> <ul style="list-style-type: none"> • <i>Coach business leaders to communicate organisation-wide performance and changes to performance-linked rewards.</i> • <i>Champion an objective, approach to performance management, <u>identifying and addressing bias or discrimination.</u></i> • Consult and work with industrial and/or employee relations specialists to resolve any grievances related to performance evaluation outcomes raised by business leaders. • Evaluate and propose changes to the performance management framework based on <u>emerging market practices, behaviour change principles, changing workforce composition, and future business objectives.</u>
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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>Design and implement initiatives and strategies to develop, engage and retain critical talent pools to enhance the organisation's competitiveness.</p>	<ul style="list-style-type: none"> Implement talent management frameworks, processes and tools (e.g., internal talent marketplace) to identify, develop, and retain talent aligned with current and future business objectives. Generate assessment outcomes (e.g. skills proficiency levels, success profiles) and consolidate data for talent assessment and review processes. Gather and consolidate feedback from individuals involved in talent management initiatives <u>to identify areas for improvement</u>. <u>Conduct research on emerging tools</u> (e.g., AI-powered talent management systems, assessments, and career profiling) <u>to explore innovative talent management strategies and scenario planning possibilities</u>. 	<ul style="list-style-type: none"> Collaborate with line managers and business leaders to identify and review the current and emerging skills required to drive business growth. Evaluate the current skill gaps and develop talent management strategies to balance employee needs as well as the current and future business needs of the organisation. Recommend and deploy assessment tools to identify critical talent (e.g. high-performing individuals, high potentials, employees with critical skills) for the organisation. Facilitate talent review sessions to identify critical talent (e.g. high-performing individuals, high potentials, employees with critical skills) based on the organisation's ideal talent profile and assessment outcomes. <i>Guide and advise line managers</i> on how to coach, mentor and engage talent effectively. Evaluate talent data (e.g. skills proficiency), key performance indicators and consolidated feedback <u>to assess efficacy of talent management strategies and refine approach</u>. Enable line managers to develop personalised talent development plans for diverse employee groups to enhance growth opportunities. <u>Utilise data and tools</u> (e.g., AI-powered talent 	<ul style="list-style-type: none"> Collaborate with senior business leaders to develop a strategic talent management framework <u>aligned with current and future business objectives</u> and accelerate employee development. <i>Coach and advise senior business leaders</i> on how to coach, mentor and manage <i>senior level talent</i>, focusing on identifying and monitoring engagement drivers to retain talent. Define success metrics to track progress and measure the effectiveness of talent management strategies, <u>prioritising areas for improvement</u>. Review talent management data and governance to ensure organisation-wide consistent and fair talent practices. <u>Assess current skills and identify potential gaps for future talent needs</u>, recommending transformative talent management strategies and practices (e.g., market research, assessment tools, future workforce analysis) to bridge skill gaps. Leverage <u>technology-driven talent management practices and tools</u> (e.g., AI, talent marketplace, analytics) to enable strategic, ethical, and objective talent decisions.

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:

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- Adopt a Future Orientation

- *Influence and Inspire Change*
- **Lead with Principles and Values**
- *Shape the Employee Experience*

management systems,
internal talent marketplace,
predictive analytics) to
make **fair and objective**
talent decisions.

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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 robust, fair and inclusive succession planning frameworks to ensure a strong talent pipeline for business-critical or pivotal roles to enable the organisation's business continuity and achieve future business objectives.</p>	<ul style="list-style-type: none"> Research specific skills required to excel in critical roles identified for succession. Identify learning and development requirements, leadership development, and talent management programmes for potential successors. Analyse critical skills and successor records to design talent success profiles and review succession plans in a timely manner. <u>Stay informed on the emerging tools (e.g., AI-powered assessments) to support succession planning activities.</u> Monitor and track key succession planning metrics (e.g., leadership bench strength, time to fill key roles, successor pool diversity, progress on development plans). 	<ul style="list-style-type: none"> Assess employees' potential and aspirations to fill the identified critical roles based on skills, performance, leadership abilities, and growth potential. <i>Advise and guide business leaders</i> on the criticality of succession planning to ensure business continuity and minimise business disruption. Implement fair and inclusive succession plans by collaborating with business leaders and HR partners to <u>identify and develop potential candidates for business critical and pivotal roles.</u> <i>Communicate succession and leadership development plans to line managers, providing recommendations for talent development.</i> <u>Review and assess internal and external candidates to identify potential successors for critical and pivotal positions.</u> <u>Deploy technology tools (e.g., AI-powered assessments) to identify potential successors and generate data-driven talent insights ranging from performance levels to exit risks.</u> Integrate succession plans with career management, coaching, talent management programmes and the broader People initiatives 	<ul style="list-style-type: none"> Co-develop <u>guiding principles with business leaders to identify critical positions for succession planning</u> while ensuring fairness and objectivity across the succession planning process. Build <u>comprehensive, robust and inclusive succession plans</u> aligned with current and future business objectives, ensuring business continuity and adaptability for the future. Establish key success metrics to evaluate the effectiveness and fairness of succession plans and <u>ensure continuous talent and leadership pipelines.</u> Analyse organisational vulnerabilities and develop talent strategies that address gaps in succession plans. Establish strategies to transfer capabilities across the organisation to build a strong, sustainable pipeline of leaders to enhance organisational agility. Engage with senior business leaders to <u>evaluate succession plans</u> and <i>drive accountability for business leaders to follow through with succession planning.</i>

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to ensure a holistic approach.

- *Communicate progress of leadership development plans to talent review boards and recommend next steps and potential solutions for identified improvement areas.*
- Assess the effectiveness of succession planning initiatives using key metrics (e.g., high potential turnover, bench strength) and recommend actions to build a robust and future-ready leadership pipeline.

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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 implement compensation strategies aligned with the organisation's total rewards philosophy, driving business objectives and effectively attracting, motivating, and retaining diverse segments of the workforce.</p>	<ul style="list-style-type: none"> Consolidate information for job analysis and evaluation (e.g., roles, responsibilities, qualifications, and experience). Review base salary, allowances, and other components of compensation calculations <u>in accordance with organisational policies and procedures.</u> Assist with external research and benchmarking to <u>ensure pay competitiveness and alignment with pay philosophy.</u> Execute compensation processes, including salary payments and merit increments, <u>in accordance with organisational policies and procedures.</u> <u>Leverage digital tools (e.g., AI automation) to prepare reports for compensation and related administration.</u> Deploy analytics to understand pay variations among different groups to identify and <u>address discriminatory practices, ensuring compliance with prevailing employment laws, tripartite guidelines, and regulations.</u> <i>Prepare communication materials to enable employees to understand the total rewards proposition in a clear and concise manner.</i> 	<ul style="list-style-type: none"> Conduct job analysis and evaluation to assess the relative value of jobs and cost implications, enabling data-driven decisions on grade and pay structure. Track and analyse metrics to determine the impact of compensation in driving employee behaviour, performance and the achievement of business objectives. Develop and implement pay-for-performance policies based on data points (e.g., job evaluation outcomes, business leaders' inputs, market data) to ensure competitive and relevant compensation. Analyse market compensation data and <u>forecast compensation trends in the industry to support informed decision-making.</u> Review compensation policies and structures to ensure <u>compliance with prevailing employment laws, tripartite guidelines, and advisories.</u> Collaborate with HR managers, line managers, and business leaders to examine and address potential pay disparities or biases. <u>Incorporate technology enhancements (e.g., AI automation and analytics) into compensation processes to facilitate fair pay</u> 	<ul style="list-style-type: none"> Define the organisation's total rewards philosophy and policies in alignment with business objectives, desired performance culture and desired employee experience. Build an evidence-based business case to align compensation strategies with business objectives. Lead the design of differentiated compensation policies and structures, and/ or the harmonisation of broader rewards policies and structures, to <u>ensure pay equity</u> for a diverse workforce. <i>Engage with business leaders to establish key compensation metrics for driving desired behaviours and performance culture.</i> Engage senior stakeholders in discussions on total rewards strategy and <i>present recommendations to the Board.</i> Evaluate the effectiveness and impact of compensation policies and processes using data (e.g., turnover rates, employee engagement scores), and <u>recommend improvements.</u> <i>Advise and coach business leaders in navigating compensation conversations with senior hires.</i> Develop a total rewards communication strategy

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<ul style="list-style-type: none"> • <u>Identify issues or respond to queries</u> related to compensation policies and procedures, addressing or escalating issues where necessary. 	<p><u>decisions and enhance operational efficiency.</u></p> <ul style="list-style-type: none"> • <i>Design and execute communication plans and materials that effectively convey the total rewards proposition to employees.</i> • <i>Coach line managers in communicating the total rewards philosophy and decisions to employees.</i> • <i>Manage and resolve escalation cases related to compensation policies and procedures, ensuring compliance with <u>agreed employment terms and conditions.</u></i> 	<p>for employees and line managers to <i>understand and navigate compensation related policies and processes.</i></p> <ul style="list-style-type: none"> • <i>Provide consultative support to business leaders and make deliberate decisions for cases requiring flexibility in compensation management.</i> • <i>Promote a <u>culture of consistency, fairness and ethics in compensation discussion</u> and address employee concerns.</i> • <i>Leverage automation and data analytics to optimise compensation processes and <u>promote pay equity.</u></i>
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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 and total wellbeing strategies, policies and initiatives, 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"> Benchmark employee benefits to assess <u>competitiveness and relevance of current benefits and total wellbeing offerings.</u> Administer and execute benefits and total wellbeing initiatives <u>in accordance with the organisation's guidelines, employee benefits policy and statutory requirements.</u> Source and identify suitable corporate wellbeing partners to offer tailored solutions that address employees' physical, mental, social and financial wellbeing needs. Prepare communications collaterals that effectively convey and promote the organisation's benefits and total wellbeing offerings. Collect and review employee feedback to enhance benefits and wellbeing initiatives. Assist in responding to individual employee queries on the tax and social security implications of benefits selection. <u>Support the implementation of technology tools (e.g., AI-powered benefits approval) to automate and streamline administration processes for benefits management.</u> 	<ul style="list-style-type: none"> Implement benefits and total wellbeing initiatives aligned with organisation's total rewards philosophy, desired employee experience, employee value proposition, and approved budget. <u>Analyse workforce demographics</u> to determine the diverse needs of various employee profiles and employment types. Assess and recommend corporate wellbeing partners based on relevance, variety, cost and effectiveness of offerings in addressing employees' physical, mental, social and financial wellbeing needs. Measure the impact and relevance of benefits and total wellbeing initiatives using appropriate metrics to <u>identify improvement areas.</u> Design benefits and total wellbeing initiatives based on employee feedback, employee profiles, and employment types. Plan and implement activities to <i>communicate and encourage uptake of</i> the benefits and total wellbeing offerings. Engage tax specialists in formulating responses to queries on the implications of benefits selection. 	<ul style="list-style-type: none"> Define the organisation's benefits and total wellbeing strategy, considering the organisation's employee value proposition, tripartite advisories, guidelines, and country-specific statutory requirements. Design flexible benefits packages in alignment with employee's distinct needs while optimising the organisation's benefits budget (e.g. providing universal benefits such as hospitalisation insurance, while covering a suite of wellness benefits). <i>Secure commitment and investment from business leaders</i> to ensure the <u>long-term success and sustainability</u> of benefits and total wellbeing programmes. Establish and manage the financial budget for total wellbeing initiatives. Evaluate the impact and uptake of benefits and initiatives to <u>recommend improvement areas and develop ways to integrate emerging market practices.</u> Guide the creation of a communications strategy to enable employees to <i>understand and engage</i> with benefits and total wellbeing initiatives. Advise business leaders on the tax implications of the benefits selection and

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- Enhance and optimise the administrative processes through technology platforms and automation (e.g., AI-powered service delivery), to enable flexible and differentiated offerings based on **individualised needs**.

- offerings for the organisation, consulting specialists where relevant.
- Champion the use of technology platforms and automation (e.g., AI-powered people analytics) to optimise analysis and management of benefits processes.

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Engage

Holistic Wellbeing

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.3 Holistic Wellbeing</p> <p>Foster a positive workplace environment, assessing organisation factors impacting holistic wellbeing (e.g. culture, policies, job redesign, processes) and driving practices and initiatives that promote employee health, engagement, and productivity.</p>	<ul style="list-style-type: none"> Conduct a needs assessment to identify common themes and patterns in employees' wellbeing needs and preferences, <u>informing the organisation's approach to wellbeing.</u> Collect data to assess the current state of employees' holistic wellbeing and its impact on workplace productivity and employee engagement levels. Prepare and execute <i>communication activities to create awareness</i> and promote participation in total wellbeing initiatives. 	<ul style="list-style-type: none"> <i>Apply methodologies (e.g., design-thinking, personas)</i> to identify employees' needs and develop wellbeing initiatives that align with their requirements. Review best practices and industry benchmarks to recommend practices that can be <u>adapted to meet organisational and employee-specific wellbeing needs.</u> Evaluate findings from needs assessment and develop tailored wellbeing initiatives accordingly. Compare and assess productivity and wellbeing using metrics and tools (e.g., pulse surveys, check-ins, focus group discussions) to analyse organisational factors impacting employee wellbeing (e.g. culture, policies, job redesign) and the impact on business performance. <i>Educate and equip managers on addressing complex wellbeing issues, helping managers understand the impact and importance of wellbeing (e.g., health, financial, safety) on business performance and workforce resilience.</i> Coach line managers in <u>creating a psychologically safe, supportive and culturally sensitive environment,</u> where employees feel 	<ul style="list-style-type: none"> Collaborate with stakeholders and departments to develop a holistic wellbeing strategy <i>aligned with the organisational strategy and diverse employee needs.</i> Design an approach to assess the impact of wellbeing on organisational performance, highlighting the potential return on investment of wellbeing initiatives. <i>Develop clear and compelling communication strategies</i> to articulate the linkages between wellbeing initiatives and business performance as well as workforce outcomes (e.g., higher retention, productivity). Partner with business leaders to champion organisational wellbeing by <u>fostering a culture that values empathy and respect,</u> prioritising the holistic welfare of employees. Leverage wellbeing insights and data to shape strategic People initiatives (e.g. organisation culture, organisation and job redesign, policies) that enhance individual and business performance. Continuously review and evaluate the various aspects of holistic wellbeing in the workplace (e.g. mental,

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comfortable discussing
their wellbeing needs and
challenges and are
offered support.

social, financial, physical)
and identify opportunities
for improvements to
address the evolving
employee needs and
challenges.

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Engage

People Engagement

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>4.4.4 People Engagement</p> <p>Elevate employee engagement levels through continuous listening and communication initiatives, creating a psychologically safe environment that drives productivity and enables employees to thrive.</p>	<ul style="list-style-type: none"> Support and manage the two-way communication channels that facilitate open and interactive dialogue to drive engagement levels. Administer continuous listening initiatives (e.g., surveys) to gather employee feedback. Analyse results and identify key insights from continuous listening initiatives to tailor engagement initiatives to the specific context and needs of the organisation. Collect data and feedback to monitor the impact of employee engagement and communication initiatives. 	<ul style="list-style-type: none"> Collaborate with stakeholders to design and implement internal communication channels that support two-way communications, enhancing trust and engagement. Design continuous listening initiatives, using feedback tools (e.g., surveys, focus group discussions) to capture employee feedback across various touchpoints of the employee experience (e.g., their role, their line manager, business leaders). Implement robust policies and procedures to safeguard employee confidentiality and anonymity. Engage suitable vendors to implement employee listening initiatives and communications activities. <u>Deploy tools (e.g. AI-driven analytics) to derive insights from employee feedback and identify areas and groups for improvement.</u> <i>Present key insights to business leaders on emerging employees' sentiments and highlight areas which need focus.</i> <i>Coach line managers to promote open and honest dialogues and cultivate a psychologically safe environment for diverse employee groups.</i> 	<ul style="list-style-type: none"> <i>Advocate for business leaders to promote consistent two-way communications with employees and line managers, fostering trust and engagement.</i> Co-create and define the organisation's employee engagement, continuous listening and communications strategy with business leaders. <i>Influence and advise business leaders on the importance of employee listening, engagement, and communication initiatives, to create a psychologically safe and 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. Ensure that the organisation's employee engagement, continuous listening, and communication initiatives <u>evolve in response to changing workplace environment and workforce composition.</u> Evaluate the effectiveness of employee engagement, listening and communication initiatives, <u>recommending areas for improvement</u> based on employee feedback and

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- Partner with line managers to monitor progress and identify actions that drive improvement in engagement levels.

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 differences in values, beliefs, perceptions and attitudes are respected, and the employees' sense of belonging and diversity is recognised as a competitive business advantage.</p>	<ul style="list-style-type: none"> Assist in facilitating diversity and inclusion initiatives (e.g., training sessions, business resource groups) to <i>promote awareness and understanding of the organisation's commitment to diversity and inclusion.</i> Monitor and measure diversity, inclusion and belonging metrics to <u>track progress and identify areas for improvement.</u> <i>Develop and prepare communications collaterals and resources that effectively communicate the importance of diversity and inclusion.</i> <u>Apply digital tools (e.g., AI analytics) to analyse and implement evidence-based actions.</u> Address employee queries relating to diversity, inclusion and belonging policies and initiatives, <i>escalating complex queries or instances of non-compliance.</i> 	<ul style="list-style-type: none"> Incorporate diversity, inclusion and belonging principles into People initiatives and policies, translating them into <i>day-to-day practices at the workplace.</i> Plan and execute diversity, inclusion and belonging related activities aligned with the organisation's diversity, inclusion and belonging strategy and <i>foster an inclusive working culture.</i> Develop policies and processes to manage instances of <i>non-compliance with the organisation's diversity, inclusion and anti-discriminatory policies.</i> Review diversity, inclusion and belonging policies and practices to <u>keep pace with external developments</u> and ensure <i>continued adherence to employment laws, tripartite advisories and guidelines.</i> Design targeted actions for specific groups to address bias, <i>fostering a more inclusive culture and promoting a sense of belonging.</i> <i>Conduct training and advise line managers on topics such as unconscious bias to ensure <i>fair and non-discriminatory practices and decisions.</i></i> <u>Leverage digital technologies (e.g., AI-</u> 	<ul style="list-style-type: none"> Define the organisation's diversity, inclusion and belonging strategy and policies with business leaders, aligning <i>to the environmental, social and governance standards, and relevant laws across respective countries.</i> Guide the creation of diversity, inclusion and belonging campaigns to <i>raise awareness, promote mindset shift and foster an inclusive culture.</i> Establish metrics to measure the organisation's progress on diversity, inclusion and belonging, including measures for recruitment, promotion rates, and compensation. Foster discussions and knowledge-sharing with industry groups, community partners, and other external parties to <u>gain insights on the latest practices and trends in diversity and inclusion.</u> Evaluate and strengthen the organisation's <i>anti-discriminatory policies</i> on a regular basis, <i>in alignment with relevant employment laws, tripartite advisories and guidelines across regions.</i> <i>Build compelling business cases to obtain buy-in from business leaders on diversity, inclusion and belonging objectives and initiatives.</i> Evaluate opportunities for the organisation <u>to access</u>

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	<p><u>powered data analytics, sentiment analysis tools) to identify gaps and prioritise areas for improvement.</u></p> <ul style="list-style-type: none"> • Identify opportunities to <i>raise awareness</i> about diversity, inclusion and belonging through communications with internal and external stakeholders, including employer branding. • <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>.</i> 	<p><u>and attract diverse talent pools and enhance workforce diversity.</u></p> <ul style="list-style-type: none"> • <i>Guide the organisation to reinvent systems and processes to foster an inclusive culture that enables a <i>compelling employee experience</i> for all employees.</i> • Cultivate a culture that <u>embraces psychological safety</u>, allowing employees to express themselves without fear of judgment and challenge existing ways of working.
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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 the 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 the 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 for managing workforce and labour relations, <u>identifying improvement areas and ensuring compliance with employment laws, tripartite advisories and guidelines.</u> • Identify opportunities to implement initiatives or programmes that promote positive workforce and labour relations and build relationships with external stakeholders, such as trade unions, works councils, employee forums and similar bodies. • <i>Support line managers</i> in navigating difficult conversations and implementing workforce 	<ul style="list-style-type: none"> • <i>Foster constructive working relationships</i> with external stakeholders, such as trade unions, works councils, employee forums and similar bodies, to manage the organisation's reputation and achieve mutually beneficial outcomes. • <i>Build networks</i> with external stakeholders, such as government bodies and agencies, to <u>influence and anticipate emerging workforce and labour relations policies.</u> • Develop effective workforce and labour relations strategies that enhance and strengthen the working relationships and <i>create an environment for employee growth and achievement of business objectives 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, <u>in line with legal frameworks and policies.</u> • <i>Coach business leaders</i> to champion positive workforce and labour relations and ensure <u>compliance with legal frameworks and policies</u> throughout the organisation. • <i>Guide HR team and business leaders</i> in navigating complex

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	<p>relations policies and processes.</p> <ul style="list-style-type: none"> Analyse <u>emerging workforce relations research and industry practice to suggest best practices which could be adopted.</u> 	<p>workforce and labour relations situations where <u>careful interpretations of guidelines and policies are required.</u></p>
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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 and empathetic manner, supporting line managers, and ensuring a positive exit experience for employees.</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 execution of off-boarding initiatives such as corporate alumni programmes. Deploy digital technologies (e.g., AI, predictive analytics) to optimise employee exit processes and identify patterns in voluntary exits. 	<ul style="list-style-type: none"> Design processes to manage exit clearance procedures, ensuring adherence to <u>employment laws, tripartite guidelines and advisories.</u> Review exit interview feedback to understand employees' motivations for leaving the organisation. Analyse exit interview insights to identify and manage attrition risks in the organisation. <i>Communicate with empathy and sensitivity</i> with exiting employees to foster positive sentiments about the organisation. Engage with line managers to address queries about exit processes and <i>coach them</i> to facilitate a smooth transition that considers the emotional and social impact on all stakeholders, including remaining employees. <i>Guide and support line managers or business leaders</i> to address post-employee exit issues, such as breaches of non-solicitation clauses. <u>Assess different methods to integrate information</u> related to employee exits, such as conducting interviews with current employees to understand their reasons for staying or with employees who exited more than 6 months ago. 	<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> Coach business leaders on managing exits and transition plans that enable business continuity, while ensuring timely and sensitive communications to key stakeholders. <i>Demonstrate situational awareness</i> in managing individual and group communication regarding employee exits, considering the broader emotional and social impact on all employees. Leverage data and predictive analytics to <u>identify patterns in voluntary exits</u>, collaborating with teams to develop mitigation strategies and manage attrition risks. <u>Devise People initiatives and solutions to address gaps and areas for improvement</u> based on the evaluation of data and insights related to employee exits. Develop alumni engagement strategies, ensuring alignment with the organisation's business objectives and the interests of alumni.

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- *Shape the Employee Experience*

- Implement formal corporate alumni programmes and other talent interventions to enhance alumni engagement.
- Design user-friendly alumni platforms and talent interventions with relevant content to continuously drive and maintain alumni engagement and potential rehiring.

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:

- **Enable Business Value Creation**
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- **Lead with Principles and Values**
- *Shape the Employee Experience*

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 (e.g., termination by organisation, dismissal, termination due to economic restructuring, health, disability, death) with respect, professionalism, and empathy, ensuring all viable options have been considered and ensuring a positive exit experience for the departing employees.</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 (e.g., interview preparation courses, job fairs). 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 in preparing standard responses to help line managers address potential questions from terminated employees. 	<ul style="list-style-type: none"> <u>Interpret prevailing employment laws, tripartite guidelines and advisories to assess the impact</u> on the organisation's involuntary exit policies and processes. Review reasons for involuntary exits <u>to ensure compliance with employment laws, tripartite guidelines and advisories</u>, ensuring fair and evidence-based decisions. Design communication materials, programmes, and toolkits to provide clear and consistent messages on involuntary exit processes and decisions, supporting business leaders and line managers to provide an empathetic and inclusive involuntary exit experience. <u>Develop and implement strategies to prevent redundancies</u>, such as process or job redesign, training or reskilling, redeployment and assessing the relevance of available government or industry initiatives. Design materials to support and guide employees following their involuntary exit (e.g., providing options and resources for internal or external redeployment opportunities). Develop processes to address low performance or misconduct to ensure options are explored 	<ul style="list-style-type: none"> Design the organisation's policies and processes for managing involuntary exits <u>in accordance with employment laws, tripartite guidelines and advisories.</u> Evaluate the business impact and enterprise risk of redundancies, ensuring that they are managed compassionately and responsibly. Collaborate with internal stakeholders (e.g., corporate communications, legal) to develop communication strategies, programmes, and toolkits to provide necessary information and support to employees during their exit. <i>Oversee communications and management of key stakeholders</i> (e.g., unions, government agencies, media) during redundancy and involuntary exit processes. Develop and communicate a business case to minimise the impact of redundancies through strategies such as process or job redesign, training or reskilling and redeployment. <i>Guide business leaders</i> in communicating redundancy decisions and concerns to affected individuals with professionalism, compassion, and empathy.

Legend

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- **Lead with Principles and Values**
- **Shape the Employee Experience**

	<p>before termination is considered.</p> <ul style="list-style-type: none"> • Manage the implementation of redundancy and severance programmes <u>in accordance with organisation policies, employment laws tripartite guidelines and advisories</u>, engaging stakeholders such as unions as appropriate. • Design processes to manage exit clearance procedures. • <i>Coach line managers</i> in executing redundancy and severance processes, <u>in accordance with established guidelines, and contractual and legal requirements</u>, while providing empathy and support for affected employees. • Collaborate with line managers to support remaining employees, <u>providing information and guidance to navigate the changing dynamics and uncertainties</u>. 	<ul style="list-style-type: none"> • <i>Guide business leaders, line managers and HR</i> on handling separations that are unamicable by offering expertise on best practices and conflict resolution techniques. • <u>Conduct scenario planning exercises</u> to prepare business leaders and line managers for potential situations during the redundancy process. • <u>Advise business leaders on the legal complexities and financial implications of terminating groups of employees, consulting specialists where relevant</u>. • Collaborate with government associations and external agencies to explore potential job placements, training programmes, and personalised support such as career counselling for terminated employees. • Engage with relevant industry or government stakeholders <u>to stay informed about emerging practices and policy changes</u> which may impact involuntary exits.
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Legend

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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 reemployment and retirement to ensure the transition is conducted professionally, to support employees and to evoke positive association with the organisation upon their retirement.</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 agreements. Communicate relevant information to employees nearing retirement regarding the process, rights and obligations of retirement and reemployment. Execute reemployment processes and activities in <u>accordance with the employment law, tripartite guidelines and advisories.</u> Research and provide information about training programmes for skills development and resources for retirement planning, to support the transition process for employees nearing retirement. Address general queries on policies and guidelines related to retirement and reemployment of employees. 	<ul style="list-style-type: none"> Implement and manage the retirement process in accordance with the relevant <u>employment law, tripartite guidelines and advisories.</u> Implement strategies to support the reemployment of employees beyond their retirement age <u>in accordance with the employment law, tripartite guidelines and advisories.</u> Advise employees nearing retirement on complex post-retirement queries. <u>Develop and maintain proactive programmes to provide career support (e.g., structured career planning) and flexible working options</u> for reemployment opportunities. Implement wellness programmes to support employees in planning for retirement, covering areas such as physical, financial, social and mental wellness. 	<ul style="list-style-type: none"> Evaluate the business impact of retirement and address enterprise related risks and concerns. Translate retirement policy into operational frameworks and processes, <u>in accordance with the legal requirements, tripartite guidelines,</u> organisational needs and the employees' wellbeing. Develop and drive reemployment strategies and policies to enable reemployment of employees beyond their retirement age in <u>accordance with the employment law, tripartite guidelines and advisories.</u> Design <i>talent strategies to meet the needs of employees nearing retirement</i> (e.g., improved workplace practices, designing work to meet their needs, flexible working options, customised compensation and benefits packages), ensuring their retention and continued employment. Foster an <i>inclusive organisational culture</i> for employees nearing retirement by implementing policies and initiatives to address their unique challenges. <u>Evaluate emerging market practices and data</u> to understand the impact of different retirement programmes and options

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- **Lead with Principles and Values**
- ***Shape the Employee Experience***

on organisation's
performance and
employees' wellbeing.

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5. Foundational Competencies

Insights-Driven Practices

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
<p>5.1 Insights-Driven Practices</p> <p>Analyse data to uncover insights, utilising insights to inform decision-making, shape strategies and address business challenges in a methodical and data-driven manner.</p>	<ul style="list-style-type: none"> Gather information to understand the business problem. Consolidate reliable and valid data from relevant sources, in adherence to the <u>organisation's data governance, privacy policies, and legislation.</u> Deploy data models and AI-powered software to process and analyse data, identifying meaningful patterns and correlations. Employ data visualisation techniques and AI tools to present information and insights, enhancing or automating the visualisation process. Utilise data insights to monitor workforce performance and <u>identify areas for improvement.</u> Prepare reports to identify and share key trends and patterns in HR data, providing insights on workforce implications (e.g., employee engagement, attrition, retention). Generate reports with key metrics relevant to the departments or organisation, to deliver timely insights and perspectives on the workforce performance to various stakeholders. 	<ul style="list-style-type: none"> Define the business problem to address or investigate. Collate and integrate data from various sources to identify <u>causal relationships, analyse trends, develop forecasts, and draw insights for evidence-based decision-making.</u> Derive relevant data insights, assess implications and <u>recommend enhancements to People practices and initiatives to address the business problem.</u> <i>Develop evidence-based, insightful and persuasive communications, using data visualisation and storytelling tools and techniques.</i> Oversee data collection and management approaches to ensure adherence to <u>data governance, privacy policies, and legislation requirements.</u> Leverage technology and advanced tools (e.g., AI, people analytics) to analyse workforce data, uncover trends and gaps, and <u>develop hypotheses on potential business problems.</u> <u>Assess the need for new processes, systems and tools (e.g. data software, AI)</u> to process, analyse, 	<ul style="list-style-type: none"> Collaborate with business leaders and stakeholders to prioritise business problems to be investigated using people-related data and define key criteria to guide decision making processes. Review recommendations and develop <u>evidence-based, forward-looking talent strategies</u> based on actionable workforce and talent insights. Provide strategic advice to senior leaders based on data insights, linking People strategies to overall business strategy and emerging trends for the sector. Communicate business implications and actionable insights to business leaders using effective data visualisation and <i>storytelling strategies</i> to drive action. <u>Uphold personal data privacy and governance principles, defining a code of ethics for people-related data analytics to ensure data is secured and utilised fairly</u> to make evidence-based talent decisions. Evaluate data handling practices and processes (e.g., by employees, AI) to <u>enforce compliance with data protection policy.</u>

Legend

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and visualise data and deliver insights.

ethical guidelines, and relevant legislations, safeguarding employee data privacy and security.

- Optimise data analytics processes through the deployment of automation tools (e.g., dashboard, AI).



Legend

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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 channels <i>to deliver impactful messages</i> and initiate feedback and two-way dialogues. Articulate key messages with clarity, conciseness, and coherence while preparing communication materials. <i>Build rapport with internal and external stakeholders</i> through ongoing engagement to maintain relationships. <u>Demonstrate self-awareness and emotional regulation during difficult conversations or dilemmas.</u> <u>Utilise empathetic listening and seek to understand the situations, perspectives and emotions</u> of different personas or stakeholder groups. <u>Escalate situations of resistance, objections and conflicts</u> to appropriate stakeholders. Utilise technology tools to automate and enhance efficiency in communication processes, (e.g., crafting and sending personalised messages). 	<ul style="list-style-type: none"> Plan and lead communication activities <i>using appropriate channels or tools for different persona groups.</i> Develop clear and impactful communication materials for People initiatives, <i>tailored to different persona groups.</i> <u>Demonstrate empathy and respect when handling difficult conversations, dilemmas or paradoxes.</u> <i>Anticipate different reactions (e.g., interest, resistance or objections), and adapt messages to different styles and preferences when communicating with different personas or types of stakeholder groups.</i> <i>Guide business leaders or line managers</i> in successfully managing miscommunications, conflicts, and/or negotiations. <i>Establish credibility by demonstrating business and technical knowledge and build networks</i> through strong interpersonal skills. <i>Build trust by partnering with key stakeholders</i> to solve people-related and business problems successfully. Deploy crisis communication materials, tailoring the message to specific 	<ul style="list-style-type: none"> Establish communication strategies and guidelines for HR to interact with business leaders, line managers, employees, and external stakeholders. <i>Communicate People and business strategies using clear, impactful language that conveys a future-oriented vision.</i> Communicate understanding of the business requirements and challenges, aligning People strategies with long-term business objectives. Manage escalation cases involving resistance, objections, and conflicts with <i>firm, respectful and empathetic communication.</i> Foster positive relationships with external stakeholders (e.g., tripartite and government associations) as advocates for the organisation. <i>Build trust and understand the needs of business leaders to enable HR to create value and influence the decision-making processes.</i> Collaborate with the relevant stakeholders to manage crisis

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	<p>stakeholder needs and concerns.</p> <ul style="list-style-type: none"> • <u>Identify and pilot tools that enable consistent and accurate messaging</u> (e.g., AI) to drive engagement, aligned with the organisation's communication strategy. • Promote psychological safety by establishing clear communication guidelines, feedback channels, and recognising the employee voice. 	<p>communication, ensuring the effective dissemination of critical information.</p> <ul style="list-style-type: none"> • Advocate for <u>technology that streamlines communication processes</u> (e.g., AI, automated email workflows) and ensures clear and coherent messaging for all stakeholders. • Foster a <u>culture of trust</u> and collaboration across the organisation, enabling HR to <i>facilitate positive relationships and conflict resolution.</i> • <i>Influence and advice business leaders and line managers to provide a psychologically safe workplace for enhancing innovation and productivity, providing resources and support to foster trust and growth.</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 to enhance the end-user experience.</p>	<ul style="list-style-type: none"> Execute HR responsibilities and services in accordance with defined service level agreements and operating processes. Assist in collating critical HR requirements to support the implementation of processes and procurement of HR technology platforms and solutions. Assist with implementing new HR technology platforms (e.g., AI, Talent Marketplace, HRIS, HRMS) across various HR functions. Support the configuration and upgrade of HR technology platforms and processes to deliver a seamless user and employee experience. <i>Prepare training and communication materials to support change management efforts.</i> <u>Conduct research to assess the impact of technology and digital tools on the HR value chain and stakeholder experience.</u> <u>Identify and review emerging local and global HR and technology trends</u> to enhance the organisation's HR transformation and digital strategy. <u>Identify opportunities to automate transactional tasks and improve People processes using digital</u> 	<ul style="list-style-type: none"> Oversee and monitor People processes and technologies to ensure seamless HR services to meet the needs of different stakeholder groups. Assess current HR services and delivery channels to <u>identify opportunities for continuous improvement in service quality, value creation, and cost reduction.</u> Collaborate with internal and/or external technology stakeholders to programme, configure, and implement HR technology platforms and solutions that meet organisational and stakeholder needs. Evaluate technology and process improvement tools to <u>automate transactional tasks</u> and improve efficiency in the HR function. Compare, assess, and implement HR transformation projects to <u>enhance HR service delivery effectiveness, cost efficiency, and value generation.</u> Adopt a service-oriented mindset, focusing on delivering a seamless user and employee experience while navigating HR transformation and technology programmes. <i>Define a communication and change management</i> 	<ul style="list-style-type: none"> Establish the service management framework, including service quality standards, agreements, and service excellence metrics. Define the organisation's HR transformation and digital strategy aligned with current and future business objectives and desired employee experience. <i>Drive HR transformation initiatives</i> to enhance services and operations, incorporating changes in HR strategy, structure, people, process, and systems for improved employee experience. <i>Champion the HR transformation and digital strategy, articulating the value and role of HR in enabling change</i> across the organisation. Engage with internal and external stakeholders to <u>evaluate emerging market practices and technology innovations</u>, including how technology may impact job role requirements and HR operating model design. Establish frameworks and processes for the business to manage security risks (e.g., data privacy considerations) and promote the responsible and ethical usage of technology tools. Emphasise the ethical and responsible usage of

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<p><u>and technological tools (e.g., AI, Robotic Process Automation).</u></p> <ul style="list-style-type: none"> • Monitor timelines and project progress, highlighting potential risks associated with projects. 	<p>strategy for navigating HR transformation and technology programmes.</p> <ul style="list-style-type: none"> • <i>Conduct training and coaching sessions for line managers and employees that encourage the adoption of new technology and digital tools.</i> • <i><u>Keep abreast of the latest governance frameworks and processes</u> on HR technology and tools to ensure responsible and ethical use across the organisation.</i> • Partner with internal technology stakeholders to govern and monitor HR technology platforms and tools, ensuring compliance with organisational policies and addressing <i>any breaches, security issues or cases of non-responsible usage.</i> • Manage project budgets, resources, and timelines, developing risk mitigation strategies to ensure seamless project operation and impactful outcomes. 	<p>HR technology and tools, <i>highlighting implications such as data breaches, compliance with data protection regulations and vendor security.</i></p> <ul style="list-style-type: none"> • Review and oversee the budgets, resources, timelines, governance structure and potential risks of HR projects to ensure timely completion and impactful outcomes.
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Labour Policies and Legislation

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
5.4 Labour Policies and Legislation Comply with employment laws, regulations and tripartite guidelines and advisories that impact the business and employees of the organisation.	<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, considering <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> • Collect information or data to assist line managers and HR in advising employees on benefits, claims eligibility and administration, payroll deductions, separation guidelines and grievance handling. • Support the updating and distribution of communication tools and templates, such as employee handbooks and policy-related communication templates. 	<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. • Advise and guide managers and employees <u>on areas such as grievance handling, benefits and claims eligibility and administration, payroll deductions, retirement, reemployment and termination guidelines.</u> • Design communications tools and templates (e.g., employee handbooks), that clearly articulate the organisation's policies and processes, <u>adhering to prevailing employment laws and regulations.</u> • Conduct regular HR compliance audits and review People 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 identify areas for HR policy adjustments to support the organisation's internationalisation agenda. • <u>Advise business leaders on employment laws, regulations and tripartite guidelines to enhance their understanding of compliance requirements.</u> • Establish a cadence for and process to conduct regular HR compliance audits and review People 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. • <u>Analyse the spirit and intent of employment laws, regulations, tripartite guidelines and advisories to interpret ways to reflect them in HR policies, balancing business needs and employee rights.</u>

Legend

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- *Build relationships with external stakeholders, including government bodies and associations to anticipate and influence any changes in employment laws, regulations, tripartite guidelines and advisories.*

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Sustainability

Sub-Competency	IHRP Certified Associate	IHRP Certified Professional	IHRP Senior Professional
5.5 Sustainability Design and implement initiatives (e.g., fostering culture, identifying emerging talent needs, designing policies) that enable the organisation to promote financial, environmental and social sustainability.	<ul style="list-style-type: none"> Collate information on the latest developments in sustainability (including guidelines and organisation's commitments towards sustainability) to support in designing HR initiatives which drive a culture of sustainability. Assist in implementing People practices (e.g., performance management, talent acquisition) that contribute to the organisation's commitment towards sustainability and social responsibility. Support learning and communication initiatives that educate employees on the importance of sustainability and their role in contributing to the organisation's sustainability goals. <u>Identify programmes and partnerships with both internal and external stakeholders (e.g., local communities, customers) to shape the organisation's corporate social responsibility initiatives.</u> Collate and analyse data on sustainability metrics (e.g., carbon footprint, waste reduction, and resource usage) and identify opportunities to encourage more sustainable practices within the workforce. Prepare communication materials to internal and 	<ul style="list-style-type: none"> Analyse the latest developments and guidelines around sustainability to design people practices (e.g., impacting carbon footprint, driving sustainability culture) which foster a culture of sustainability. Collaborate with business leaders and line managers to communicate the importance of sustainability and encourage a culture that prioritises sustainability within the workforce. Engage with business leaders and line managers to identify skills and expertise required to address emerging sustainability challenges, ensuring proactive planning for necessary skills and resources. Develop partnerships with internal and external stakeholders to shape sustainability strategies and programmes (e.g., community outreach, employee resource group). Align the company's sustainability practice with its employer brand, <u>to enhance the organisation's reputation as a responsible global citizen.</u> Review sustainability metrics and existing people practices and <u>develop effective ways to advance sustainability practices</u> (e.g. linking 	<ul style="list-style-type: none"> Collaborate with the senior management team to <u>establish the organisation's sustainability goals and strategies to ensure that the organisation is contributing to the community and key stakeholders.</u> Spearhead the development of agile people practices and strategies that align with the organisation's sustainability goals and the evolving sustainability landscape. Partner with business leaders to drive an organisational culture that <u>advocates for sustainability, raising employee awareness, engagement, and accountability across all levels.</u> Collaborate with the senior management team to <u>define sustainability metrics meaningful to the business and internal and external stakeholders</u> (e.g., carbon footprint, waste reduction, internal social sustainability, employee health and wealth development, diversity, equity, and inclusion (DEI).). Partner with business leaders to identify current and future capabilities needed to drive the organisation's sustainability agenda and <u>design talent strategies to</u>

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external stakeholders on status of sustainability initiatives and compliance, highlighting workforce contributions and areas for improvement.

sustainability objectives to targets and incentives).

acquire or develop those capabilities.

- **Provide regular updates on sustainability KPIs and goals to the Board,** sharing the progress towards strategic sustainability goals and identifying areas that may require additional efforts or resources.

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6. Advanced Competencies (for IHRP-MPs)

Drive Business Value

Sub-Competency	IHRP Master Professional
<p>6.1 Drive Business Value</p> <p>Apply insights on trends and key business drivers to co-create business and People strategies that drive sustainable business value and accelerate business growth.</p>	<ul style="list-style-type: none">• Formulate the organisation's business models and overall strategy with the senior management team, to drive business growth, foster innovation, and create a purposeful, productive and inclusive work environment.• Establish a culture of risk awareness within HR, anticipate and mitigate the potential impact of emerging trends on the workforce and people strategies, minimising impact on employees and the organisation's operations.• Assess current business priorities, considering emerging trends (e.g., technological, geopolitical, environmental), to align and enhance People practices, and recommend strategies to navigate complex decisions and risks.• Identify and assess the current and future core capabilities required to execute the business strategy in a competitive and evolving external environment.• Lead the effort to strengthen the leadership pipeline by cultivating resilient and capable leaders who will guide the organisation for long-term success with minimal disruption to the business.• Lead the development of People strategy and initiatives to enhance business performance, productivity, and employee experience, enabling the organisation to achieve its objectives with the relevant processes, skills and capabilities.• Leverage strategic acumen to construct a persuasive business case that showcases the long-term impact of People Initiatives on the overall business performance.• Define success metrics to measure the impact of People initiatives on business performance, productivity and employee experience. <p><i>The descriptions in the Advanced Competencies reflect the expectations of IHRP Master Professionals (MP) across three key personas:</i></p> <ul style="list-style-type: none">• Organisational Leader: <i>The role of the HR leader in shaping the organisation's overall strategies and culture to deliver on the strategic business objectives.</i>• HR Leader: <i>The role of the HR leader in elevating the HR function, guiding, and fostering an environment (e.g. skills, culture) that enables the HR team to enhance the employee experience.</i>• People Leader: <i>The role of the HR leader in unlocking the value employees bring, championing their development and wellbeing in the organisation, enabling them to contribute their best and align their goals with business objectives.</i>

Steer Organisation Culture and Change

Sub-Competency	IHRP Master Professional
<p>6.2 Steer Organisation Culture and Change</p> <p>Lead, direct, inspire and enable changes in the organisation's culture, by providing compelling and impactful leadership.</p>	<ul style="list-style-type: none"> • Shape a unified organisational culture (e.g., organisational core values, leadership behaviours and norms) aligned with strategic objectives by incorporating diverse views from the business leaders to foster shared accountability in culture development. • Highlight the importance of organisation culture, and the commercial benefits of culture building to secure buy-in from business leaders. • Lead by example and advocate the organisation's culture through communication, embodying its values, consistently demonstrating desired behaviours, and implementing people processes that reinforce the desired culture. • Coach business leaders on exemplifying desired behaviours, navigating complex changes, and effective communication with their teams. • Formulate strategies to resolve organisational challenges related to ethics, culture, and performance, empowering business leaders and line managers to address dilemmas and conflicts. • Inspire stakeholders across the organisation (e.g., Departments, HR, business leaders, line managers, and employees) to uphold integrity and ethics, establishing a foundation built on values and principles, which is critical for culture-building and navigating changes. • Communicate expected conduct and behaviours aligned with organisation's values, enhancing employee understanding and connection with the organisation's purpose and values. • Drive large-scale organisational change, serving as an innovation enabler and change champion to create an agile organisation capable of transformation, delivering sustainable value and navigating uncertainty. • Spearhead the creation of safe, inclusive environments for employees' feedback and address concerns and grievances to minimise resistance and derailment of change initiatives. • Evaluate change management strategies and organisational culture efficacy against the business objectives, the external environment, and employee feedback for enhancement and alignment. <p><i>The descriptions in the Advanced Competencies reflect the expectations of IHRP Master Professionals (MP) across three key personas:</i></p> <ul style="list-style-type: none"> • Organisational Leader: <i>The role of the HR leader in shaping the organisation's overall strategies and culture to deliver on the strategic business objectives.</i> • HR Leader: <i>The role of the HR leader in elevating the HR function, guiding, and fostering an environment (e.g. skills, culture) that enables the HR team to enhance the employee experience.</i> • People Leader: <i>The role of the HR leader in unlocking the value employees bring, championing their development and wellbeing in the organisation, enabling them to contribute their best and align their goals with business objectives.</i>

Deliver Strategic Insights and Foresights

Sub-Competency	IHRP Master Professional
<p>6.3 Deliver Strategic Insights and Foresights</p> <p>Synthesise future-oriented viewpoints to offer agile, innovative and effective solutions that solve strategic organisational challenges or issues.</p>	<ul style="list-style-type: none"> • Anticipate global and local trends and disruptions, articulating their potential implications to the workforce's size and structure, translating them into implications for People strategies and priorities. • Champion the adoption of insights-driven practices to predict workforce demands and gaps, and drive scenario planning, influencing senior management (including the Board), and enabling informed decision-making. • Harness people-related data through relevant technology (e.g., people analytics, artificial intelligence), to deliver evidence-based insights and inform decision-making. • Lead the development of innovative workforce solutions, improving organisational effectiveness and addressing workforce demand-supply gaps to ensure that the organisation remains resilient and agile. • Champion the adoption of compelling storytelling techniques across the HR function, to present actionable people insights in an engaging way to business leaders. • Uphold ethics and courage in navigating complex decisions and situations, using data insights and evidence-based practices to advocate for one's point of view, challenging unethical practices and influencing leaders to make ethical and sound decisions. • Share thought leadership with peers and HR community to elevate the HR profession and foster cross-industry networks. • Champion the ethical and responsible use of data, ensuring teams utilise people-related data fairly, and in compliance with data protection policies, ethical guidelines and relevant legislations. <p><i>The descriptions in the Advanced Competencies reflect the expectations of IHRP Master Professionals (MP) across three key personas:</i></p> <ul style="list-style-type: none"> • Organisational Leader: <i>The role of the HR leader in shaping the organisation's overall strategies and culture to deliver on the strategic business objectives.</i> • HR Leader: <i>The role of the HR leader in elevating the HR function, guiding, and fostering an environment (e.g. skills, culture) that enables the HR team to enhance the employee experience.</i> • People Leader: <i>The role of the HR leader in unlocking the value employees bring, championing their development and wellbeing in the organisation, enabling them to contribute their best and align their goals with business objectives.</i>

Amplify HR Impact

Sub-Competency	IHRP Master Professional
<p>6.4 Amplify HR Impact</p> <p>Formulate People strategies which drive impact and ensure organisation resilience while enhancing the employee value proposition.</p>	<ul style="list-style-type: none"> • Leverage industry trends and insights to formulate and reinvent the organisation's people strategy, ensuring People practices remain resilient, relevant and impactful in times of change. • Serve as a trusted member of the senior business leadership team, leveraging industry knowledge and thought leadership in HR to nurture collaborative partnerships, co-create, and implement People strategies that solve business issues and address people challenges. • Drive awareness and buy-in for key People practices, articulating the intent and emphasising the benefits and values to employees and business leaders. • Establish effective governance to ensure that People practices are fairly and consistently implemented across the organisation. • Empower the HR function to be a voice for employees by actively listening and communicating their perspectives to the management, and co-designing policies and strategies to elevate the employee experience and wellbeing. • Mentor and guide the HR function to consider the workforce impact of People practices, ensuring that they remain accountable, agile and are equipped to navigate ambiguity or paradoxes across the organisation. • Formulate People policies and practices that balance organisational and employee interests, fostering a fair and inclusive culture where employees feel a sense of belonging and achieve their highest levels of productivity and development. <p><i>The descriptions in the Advanced Competencies reflect the expectations of IHRP Master Professionals (MP) across three key personas:</i></p> <ul style="list-style-type: none"> • Organisational Leader: <i>The role of the HR leader in shaping the organisation's overall strategies and culture to deliver on the strategic business objectives.</i> • HR Leader: <i>The role of the HR leader in elevating the HR function, guiding, and fostering an environment (e.g. skills, culture) that enables the team to enhance the employee experience.</i> • People Leader: <i>The role of the HR leader in unlocking the value employees bring, championing their development and wellbeing in the organisation, enabling them to contribute their best and align their goals with business objectives.</i>

Engage and Influence Stakeholders

Sub-Competency	IHRP Master Professional
<p>6.5 Engage and Influence Stakeholders</p> <p>Cultivate relationships with internal and external stakeholders by building trust and establishing credibility and leverage these connections to drive support and commitment towards the people and business agenda.</p>	<ul style="list-style-type: none"> • Build relationships with stakeholders (e.g., business leaders, department heads, managers, and employees) to facilitate the successful implementation of People initiatives and shape the employee value proposition. • Cultivate networks and lead dialogues with stakeholders (e.g., government bodies, union representatives, industry associations, education institutions) to influence policies, industry initiatives or national programmes that impact business priorities. • Navigate complex internal and external stakeholder relationships, managing sensitive discussions, mediating conflicts and resolving difficult situations. • Influence the Board and senior business leaders to account for strategic people-related considerations when shaping the business strategy, prioritising the workforce's best interests. • Engage and influence internal and external senior stakeholders through effective negotiation strategies, to reach agreements that support the overall strategic direction and objectives of the organisation. • Foster and navigate relationships with broader ecosystem stakeholders (e.g., the community, government bodies, unions, industry associations) to proactively identify and address risk, fortifying the organisation's position and safeguarding its reputation. • Foster confidence and capabilities within the HR function to communicate with internal and external stakeholders in an impactful way, providing guidance on navigating complex discussions. • Champion user-focused design approaches, empowering members of the HR function to engage with diverse stakeholders across the organisation for feedback. • Advise the senior management team on fostering a psychologically safe environment that supports two-way communications to enable their teams to achieve their potential and collaborate effectively. <p><i>The descriptions in the Advanced Competencies reflect the expectations of IHRP Master Professionals (MP) across three key personas:</i></p> <ul style="list-style-type: none"> • Organisational Leader: <i>The role of the HR leader in shaping the organisation's overall strategies and culture to deliver on the strategic business objectives.</i> • HR Leader: <i>The role of the HR leader in elevating the HR function, guiding, and fostering an environment (e.g. skills, culture) that enables the team to enhance the employee experience.</i> • People Leader: <i>The role of the HR leader in unlocking the value employees bring, championing their development and wellbeing in the organisation, enabling them to contribute their best and align their goals with business objectives.</i>



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