

FACTSHEET ON SKILLS FRAMEWORK FOR HUMAN RESOURCE

About Skills Framework for Human Resource

- The Skills Framework for Human Resource is an integral component of the Human Resource Industry Manpower Plan (HR IMP).
 - As the **common reference** for the skills and competencies required of agile, future-ready HR professionals, **all stakeholders will now have greater clarity on what is needed to keep themselves, their HR teams and HR training curriculum agile and relevant.**
 - It supports manpower strategies by identifying pivotal jobs in the human resource sector, outlining possible career pathways for talent attraction and retention, articulating current and emerging skills needed for HR, as well as training programmes to support the growth and transformation of the sector.

• The Skills Framework for Human Resource is jointly developed by SkillsFuture Singapore (SSG), Workforce Singapore (WSG), Ministry of Manpower, supported by the Institute of Human Resource (IHRP), and together with employers, industry associations, education and training providers and union.

Who is it for?

- The target groups for the Skills Framework for Human Resource are as follows:
 - **Individuals** (e.g. existing and aspiring HR professionals, students) who wish to join or progress within the human resource sector will be better able to assess their career interest, identify relevant training programmes to upgrade their skills, and prepare for their desired jobs;
 - **Employers** will be better able to recognise these skills and invest in relevant training for their employees' career development and skills upgrading needs;
 - **Education and training providers** can gain deeper insights on sector trends, current and emerging skills that are in demand, and design programmes to address the sector needs accordingly; and
 - **Government, unions and professional bodies** will be better able to analyse skills gaps and design appropriate SkillsFuture initiatives to upgrade the manpower capability and professionalise the sector.

Key components of the Skills Framework for Human Resource

- The Skills Framework for Human Resource contains information on the sector, career pathways, occupations/job roles, skills and competencies, and training programmes*. The key components include:
 - Sector information – provides information on key statistics, trends and workforce profiles in the sector;

- Career pathways – depicts the pathways for vertical and lateral progression for advancement and growth. Seven (7) tracks and 21 job roles have been identified

1. Operations and Technology
2. Performance and Rewards
3. HR Business Partner
4. Talent Attraction
5. Employee Experience and Relations
6. Talent Management
7. Learning and Organisation Development

Please refer to Annex B for description of each sub-track.

- Occupations and job roles – covers a total of 21 existing and emerging technical skills and competencies, 18 generic skills and competencies, and their respective descriptions. Some of the emerging skills identified include Business Acumen, Employer Branding, HR Analytics, Organisational Culture Development, Organisational Strategy Development, Skills Framework Adoption and Technology Integration; and
- Training programmes* for skills upgrading and mastery – provides information on training programmes, which will help aspiring individuals and in-service employees acquire skills necessary for various jobs.

**The training programmes for the Skills Framework for Human Resource will be made available at www.skillsfuture.sg/skills-framework/hr*

The Skills Framework for HR and IHRP Body of Competencies

- **The skills and competencies in the Skills Framework for HR will be assessed as part of the IHRP Certification**, which serves as a benchmark of HR professionalism, as HR professionals up-skill, re-skill and deep-skill in line with the Skills Framework.
- **The IHRP Body of Competencies**, which forms the base of the IHRP Certification, holistically reflects how HR professionals need to think and behave as they approach their HR functions, and is **fully incorporated within the Skills Framework for HR**.

Please refer to Annex A for more details.

ANNEX A

About the Institute for HR Professionals

IHRP was set up by the tripartite partners — the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF) — to uplift HR capabilities and support the development of future-ready HR as part of the HR Industry Manpower Plan.

As the HR professional body and industry authority on HR, IHRP sets the benchmark for the competencies and behaviours of future-ready HR professionals through the national HR certification, known as the IHRP Certification. IHRP also manages the SkillsFuture Study Award for HR to support working professionals in their early- and mid-career to develop and deepen their HR skills.

IHRP is partnering MOM and SSG to further support the continuous learning and professional development of HR professionals. This includes (i) keeping the HR standards of excellence within the Skills Framework for HR current and relevant, (ii) supporting HR professionals in adopting the Skills Framework for HR in their professional development, as well as promoting HR practices in organisations for human capital development, and (iii) ensuring quality HR training curriculum that is aligned with the Skills Framework for HR.

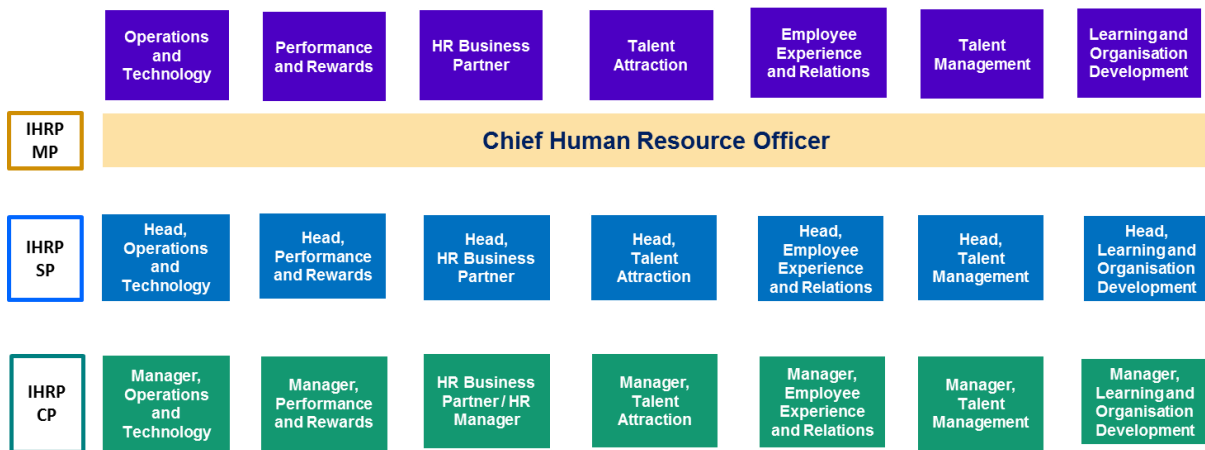
The Skills Framework for HR and IHRP Body of Competencies

The IHRP Body of Competencies (BoC) outlines the professional standards of knowledge and competencies required of HR professionals, to be future ready and equipped to enable business-driven human capital development. The BoC is fully incorporated into the Skills Framework, ensuring alignment between the Skills Framework with the BoC.

This close alignment between the BoC and the Skills Framework allows HR Professionals to use the three levels of IHRP certification as key milestones, when they acquire deeper skills and competencies in line with the different stages of the Skills Framework.

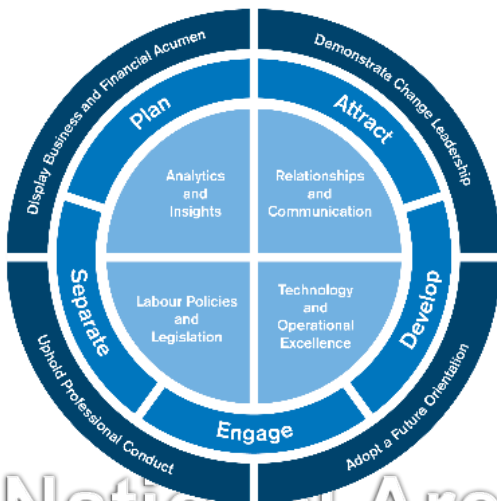
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Incorporation of BoC in Skills Framework Job Levels



Competency areas to be assessed

The IHRP Body of Competencies holistically reflect how HR professionals would need to think and behave as they approach their HR functions.



Legend

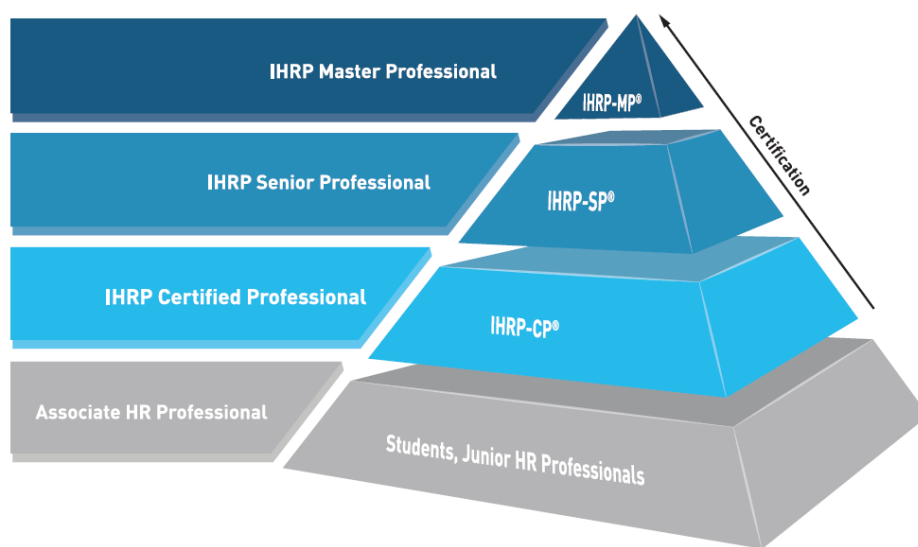
- **HR Mindsets and Behaviours:** These competencies reflect the way HR professionals think and behave as they approach their HR work, deal with people and manage work-related situations
- **HR Functional Competencies:** These competencies are required for HR professionals to successfully deliver their functional role, which cover activities undertaken across the people management life cycle
- **HR Foundational Competencies:** These competencies underpin and serve as core enablers supporting HR functional activities

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Levels of certification

The IHRP Certification, which is the national HR certification framework, is a holistic, rigorous, future-oriented and business-relevant certification that allows HR professionals to benchmark their professional standards and competencies with the IHRP BoC. This supports HR professionals in identifying their career aspirations, navigate their career pathways and master the skills and competencies needed to perform their jobs effectively.

The certification covers three levels, which are tailored for specific role profiles to provide professionally relevant credentials. IHRP's certification levels are incorporated into the career roadmaps in the Skills Framework, with each certification level mapped to a similar level in the career roadmap:



IHRP Master Professional (IHRP-MP®): The IHRP-MP is the pinnacle of the IHRP Certification and initiated via a nomination process by the tripartite partners and existing IHRP-MPs. The IHRP-MP is typically a senior/C-level HR leader who is well-regarded by the HR community and have actively contributed back to the HR industry. The IHRP-MP holds responsibilities for strategising and directing the HR management and development agenda at an organisation-wide level, serving as a trusted business partner to C-level stakeholders. This is mapped to the Chief Human Resource Officer level of the career roadmap.

IHRP Senior Professional (IHRP-SP®): The IHRP-SP is typically in a leadership role with responsibilities for leading a HR function, designing and developing HR policies and programmes, and providing day-to-day guidance to your team for HR service delivery. This is mapped to the Head level of the career roadmap.

IHRP Certified Professional (IHRP-CP®): The IHRP-CP is typically in a HR Managerial, Specialist or Business Partnering role, and responsible for developing and implementing HR policies and programmes to deliver HR services and operate the HR function. This is mapped to the Manager level of the career roadmap.

ANNEX B

Skills Framework for Human Resource

	Tracks	Description
1.	Operations and Technology	Manages HR operations and provide insights to support decision making
2.	Performance and Rewards	Develops rewards policies to attract, retain & motivate
3.	HR Business Partner	Partners with business to deliver HR value-added services
4.	Talent Attraction	Develops strategies to attract key talent
5.	Employee Experience and Relations	Builds positive experience through employee engagement and relations
6.	Talent Management	Designs talent strategy and career philosophy
7.	Learning and Organisation Development	Manages organisation. capability, design & optimisation

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