

18 & 19 JAN 2024

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Impact of Sustainability and the Workforce of the Future:

How to Identify, Upskill, and Transform Your People

Jan 2024

With you here today...

Nicki is a seasoned **C-suite business technology executive** with a focus on **organizational transformations and turnarounds**. Her expertise lies in navigating the **complexities of change within global organisations**. With a track record of serving on industry technology boards, Nicki brings decisive leadership, problem-solving acumen, and a deep understanding of change culture, data insights, security, and digital disruption.

Nicki Doble

Principal Advisor
Organisational Transformation,
Financial Services Advisory
KPMG in Singapore

Masters of Technology (CyberSecurity)
Graduate Diploma of Strategic Leadership
Graduate Diploma of Business (Compliance)

Australia
India
Philippines
Singapore

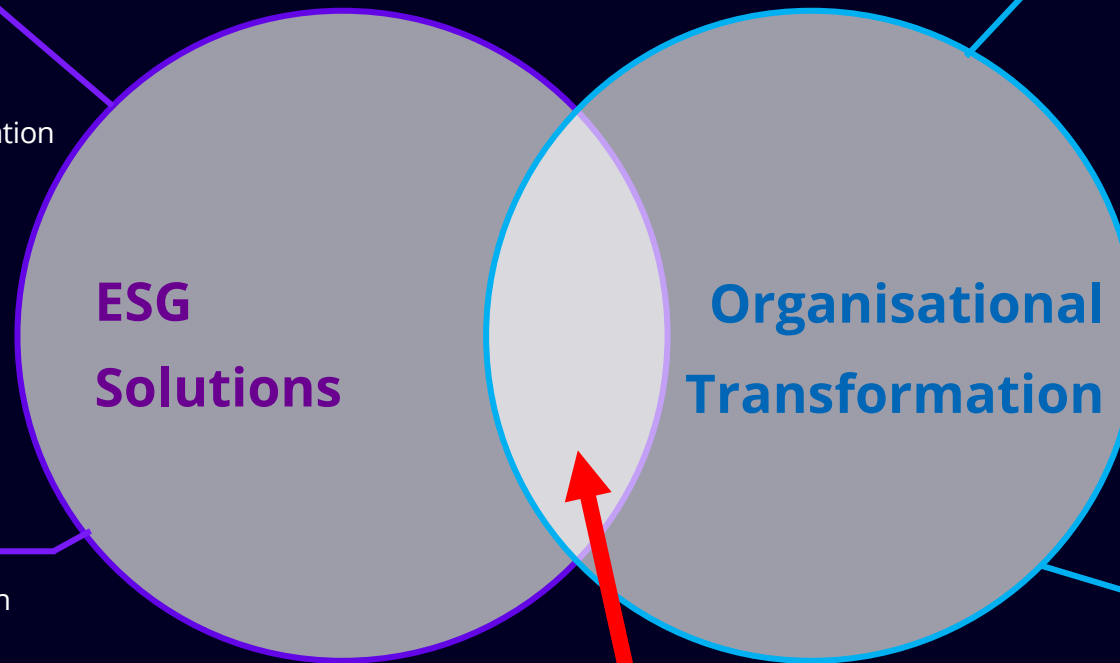
KPMG possesses profound expertise in both ESG and Organisational Transformation

Value Proposition

- ESG Reporting
- ESG Assurance
- ESG Strategy, transformation and implementation
- ESG Deals & Value
- Decarbonisation, Climate and nature
- ESG Tax and Legal




ESG Research and Insights

- A committed team consistently produces fresh ESG-related research and sector insights
- Thought leadership
- Webcasts and executive forums
- KPMG Board Leadership Centre discussing sustainability/ GSF as one of the discussions



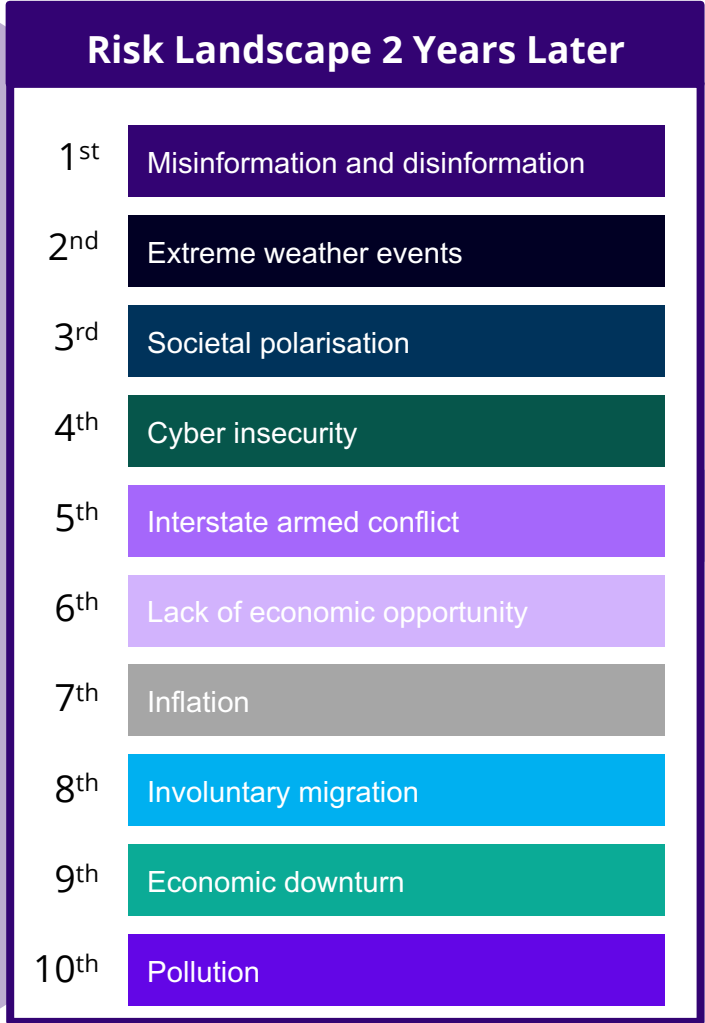
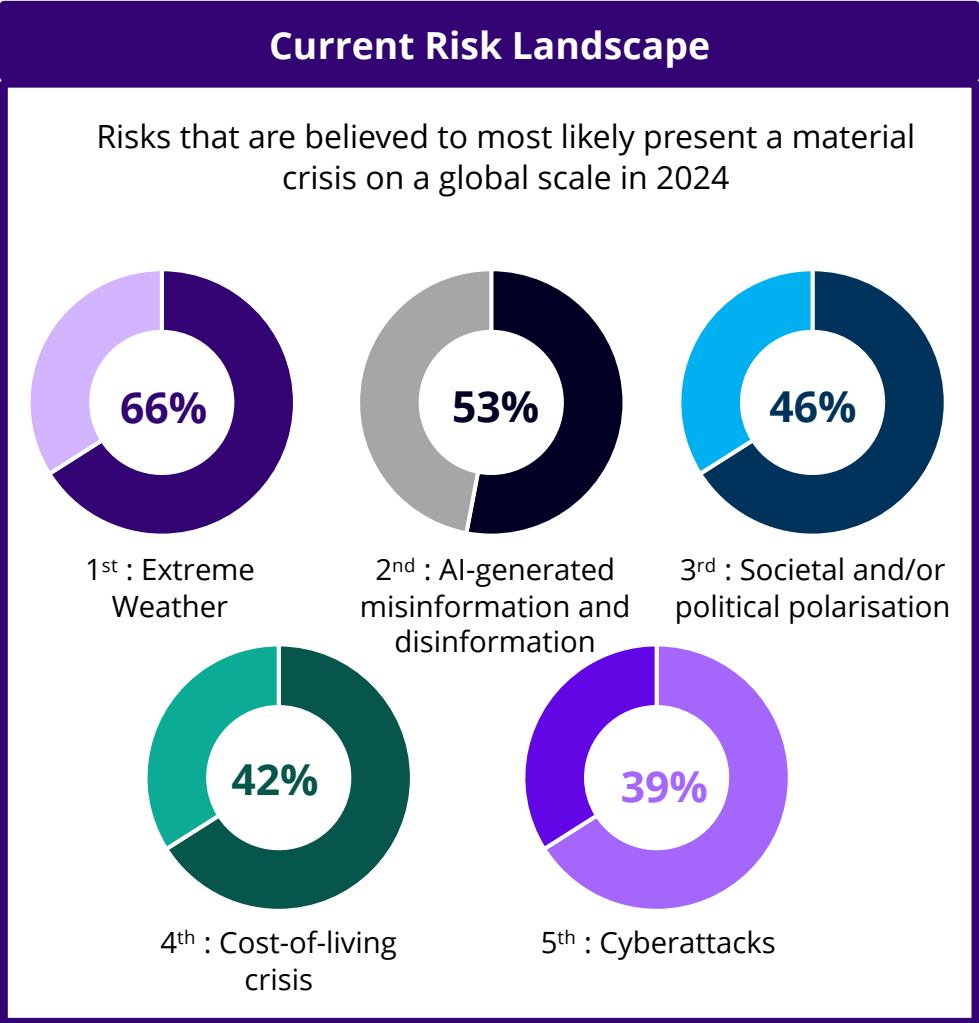
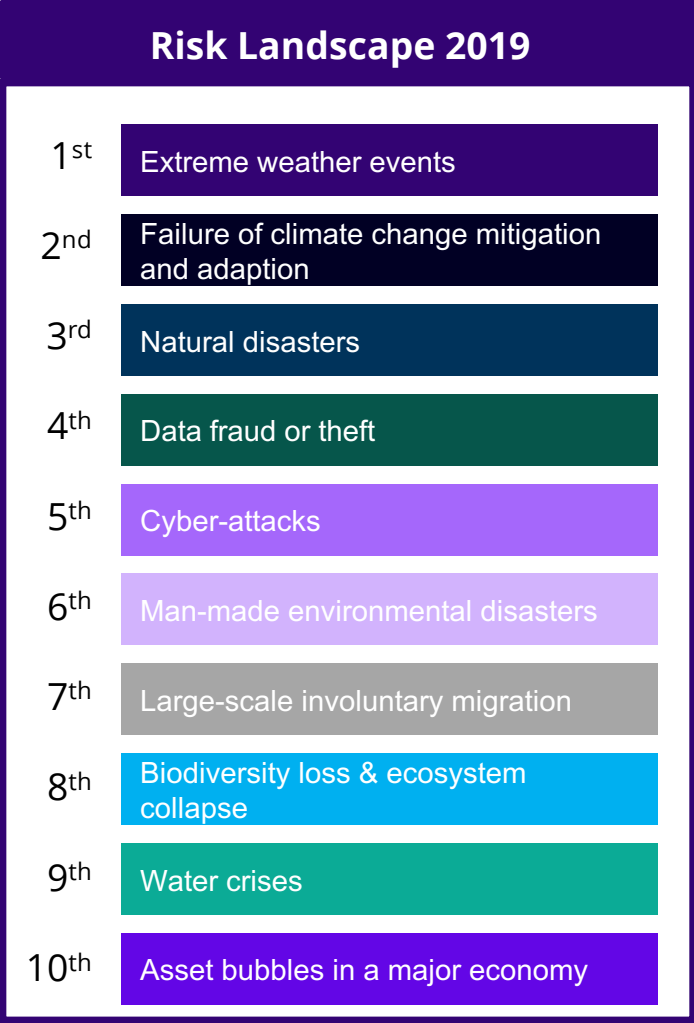
What we will be exploring today!

Value Proposition

-  Future Ready Workforce
-  Target Operating Model
-  Org Culture & Change Management

Wealth of Experience

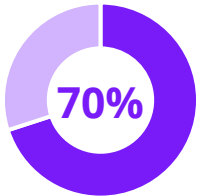
Exploring the Global Risks Landscape



The persistent exposure to these risks underscores the market-driven demand for sustainability



ESG Reporting and Transparency



In KPMG's 2022 CEO Outlook survey, nearly 70 percent of leaders told us they were facing rising public, investor and stakeholder pressure for increased ESG reporting and transparency



Consumer Demands

80% Of consumers say they care about the environment

32% would make purchasing decisions based on product sustainability and environmental impact

32% willing to pay a premium of up to 10% for sustainable alternatives



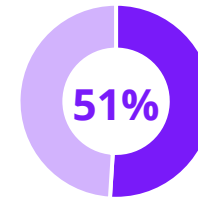
Ground-up Sustainability Projects

Community projects that advance environmental sustainability can tap on the SG Eco Fund. From Nov 2020 to Apr 2022, they funded

105 ground-up projects



Employees Demands



of employees indicated they would not work for a company that doesn't have strong policies addressing social or environmental sustainability issues

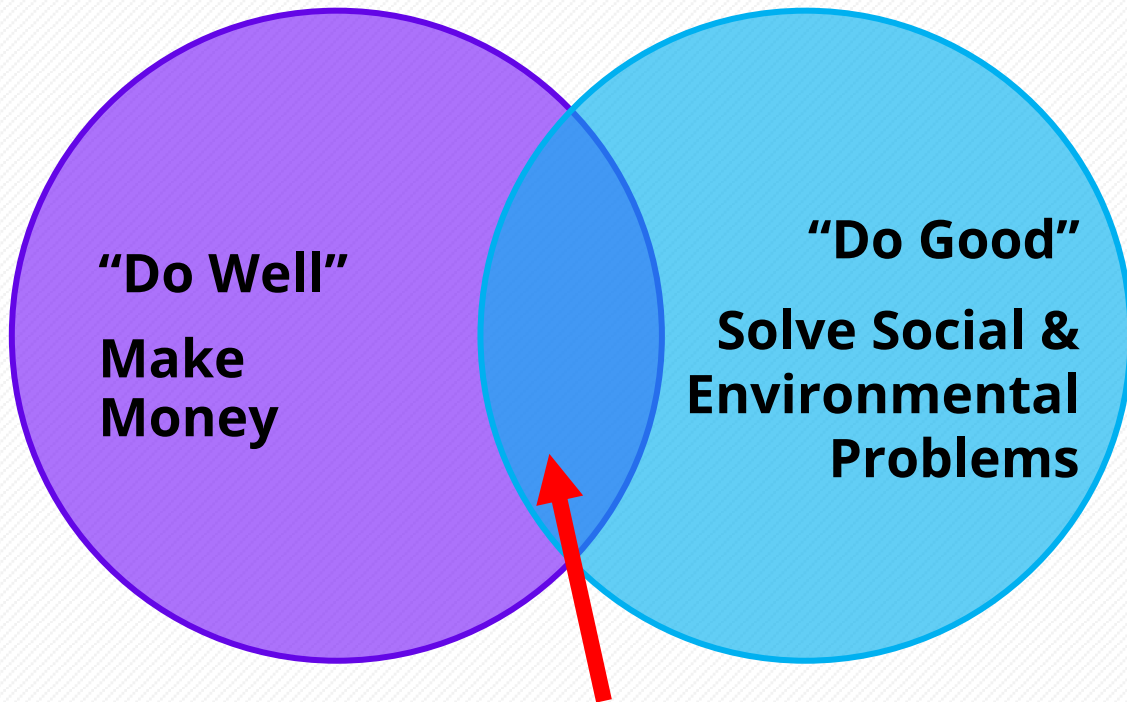


Work Fulfillment

74% of employees said their job is more fulfilling when they're given the chance to make a positive impact on social and environmental issues

70% they'd be more loyal to a company that helps them contribute to solutions to these issues

Consequently, firms today face pressure to embrace the triple bottom line



Shared Value Opportunity

The Shared Value Opportunity

- Emphasise **holistic success** beyond financial gains by **measuring environmental and social impact**, not just profit
- Adopt "**the three Ps**" framework—prioritising **people, planet, and profit**—to guide organisational focus and sustainability efforts
- Implementing a **sustainable business approach** frequently results in **enhanced overall business performance**

Inevitably this affects the workforce as well



The evolving landscape of sustainability and ESG demands a clear grasp of emerging job roles and necessary skills



Job roles in various sections across client facing roles such as relationship manager, risk management, and data and analytics roles will be most impacted by sustainability trends



Ongoing digital transformation in diverse sectors necessitates digital-first solutions for ESG-related challenges, highlighting the need for pertinent skills



Prioritising interventions for roles with the highest potential for business impact is essential in addressing existing talent gaps



Collaboration fostering among diverse stakeholders is required to implement interventions and address talent gaps

Key Takeaways for Today



Growth Areas

Key takeaways

Nuggets of wisdom

Actionable insights



Areas To Eliminate

Markers for considerations

May not be beneficial

Re-evaluate

Identifying and Upskilling your People



Landscape Analysis

- Conduct research on:
 - Relevant sustainability regulations and demands in your sector
 - ESG practices and commitments of organisations in your industry
- Study ESG trends and trajectory of business activities over the next couple of years
- Validate findings through consultation with sector representatives



Landscape Analysis



Impact Analysis

- Identify impact on tasks and job roles in your organisation
- Analyse operational change impact on current job roles and tasks (None, High, Medium, Low)
- Quantify impact: Develop a high-level workforce projection model to quantify number of jobs impacted by ESG trends and the timeline of changes

Impact Analysis



Skills Analysis

Skills Analysis

- Assess skills requirements
 - Identify emerging skills requirements in the context of ESG in your industry and create skills taxonomy
 - Determine emerging, declining and adjacent skills and level of competencies required to perform future job tasks
- Identify potential job adjacencies
 - Identify new skills required to move to an adjacent job and evaluate skill similarity/adjacency of roles.



The SkillsFuture Framework

The Skills Framework, a key part of Singapore's Industry Transformation Maps, is co-created by various stakeholders to provide sector information, job roles, and essential skills. Its objectives include developing specialised skills, enhancing business competitiveness, and supporting employment and employability

Skills Frameworks
Key sector information, career pathways, job roles and skills in line with Industry Transformation Maps (ITM)

Home > Skills Frameworks

Skills Frameworks to support the Industry Transformation Maps

Search a Sector: Sort By:

Sector Information

This section provides information on the SFA for HR, including information on trends and workforce profiles in the sector.

Download the Guide to Occupation and Skills for the HR sector.

Skills Map

The Skills Map covers a total of 21 job roles, critical work functions, key tasks and skills and competencies aligned to the seven tracks.

Download the Skills Map, Skills and Competencies of 34 ITM sectors.

Skills and Competencies

Each of the job roles identified are accompanied by a list of skills and competencies under two broad categories:

- (a) **Technical Skills and Competencies**, which comprises of occupation/job-specific knowledge, skills and abilities that a person needs to have to perform the various tasks.
- (b) **Critical Core Skills (CCS)**, as identified for each job. CCS are employability/transferable skills and competencies. Click here to learn more.

Download the Skills Map, Skills and Competencies of 34 ITM sectors.

Training Programmes

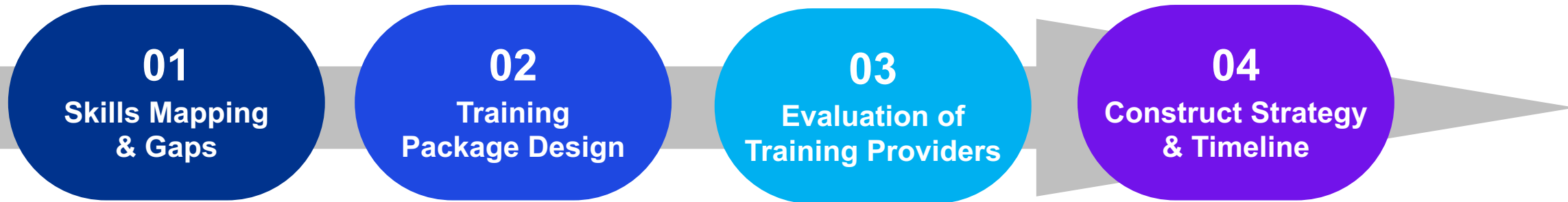
For new entrants and in-service employees in the HR sector to identify and enrol in relevant training programmes to acquire the necessary skills.

[View Training Programmes](#)

- A total of 35 sectors included and more in the works
- For each sector, they provided guides on:
 - (1) **Sector Information:** Providing information, including trends and workforce profiles in the sector
 - (2) **Skills Map:** Covering various job roles, critical work functions, key tasks and skills and competencies aligned to sector specific tracks
 - (3) **Skills and Competencies:** Each job role identified is accompanied by a list of skills and competencies
 - (4) **Training programmes:** For users to identify and enrol in relevant training programmes to acquire the necessary skills



How to use the SkillsFuture Framework





01 | Skills Mapping & Gaps Analysis

Goal of Phase: Quantify/ Priorities Demand



Identify Priority Roles



Extract Critical Skills

Sector-specific Job Roles and Key Tasks

Sector	Track	Job Role	Critical Work Function	Key Tasks
Human Resource	Employee Experier Head, Employee Experience and Relations	Cross Cultural Management, SP Advocate diversity and inclusion campaigns to raise awareness and foster an inclusive employment culture.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Cross Cultural Management, SP Champion HR activities with a global mindset while being aware of local culture sensitivities and needs.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Cross Cultural Management, SP Identify opportunities to raise the corporate branding and profile around diversity and inclusion through communications with internal and external stakeholders.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Technology and Operational Exi Lead HR transformation programmes, incorporating changes in strategy, structure, people, process and systems, to achieve HR technology, service and operational excellence.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Technology and Operational Exi Design a target operating model for HR by analysing the merits of different service delivery structure and system architecture, as well as by assessing costs and benefits of adoption.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Technology and Operational Exi Develop a service management framework, incorporating service quality standards, service level agreements, and service excellence metrics.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Technology and Operational Exi Conduct a diagnosis of HR function effectiveness in addressing the current and future needs of the business and the people.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Perform market sensing by obtaining and maintaining knowledge of competitive practices within relevant labour markets such as industry, local, and professional competitors.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Recommend HR strategies as a result of workforce implications of business strategy and ensure that workforce requirements are fulfilled and both business and employees interests are met.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Recommend HR policies, practices or strategies that competitively position organisation as an employer of choice.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Review employee data handling practices and processes to ensure compliance with employee data protection policy and ethical guidelines to ensure privacy of confidential employee data.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Understand the business strategy and determine its implications on the workforce.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Review and develop future-ready Human Resource policies and strategies, referencing local and global HR trends and best practices, taking into consideration context, economic and social factors.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Look across a series of data and anticipate implications of business activity on HR practices.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Perform trend analysis by understanding the competitive environment in which the business operates.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Analytics and Insights, SP Assess the extent of in-house HR analytics capability and engage with external providers of benchmarking analytics services to supplement identified gaps.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Communicate an understanding of the business environment in order to view problems and requests in the context of the long term goals and objectives.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Communicate HR and business strategies using clear language that engages others in the view of the future.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Employ negotiation and conflict management skills to help different parties achieve their desired outcomes.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Create high impact, consistent and accurate messaging using appropriate tools to drive engagement, aligned with the organisation-wide communications strategy.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Manage resistance, objections and conflicts during conversations in a firm, respectful and empathetic manner.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Understand organisational and individual challenges, help the senior leaders to define the problem and identify root cause of the people related issues.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Provide resources to advise senior leaders to determine the appropriate course of action in people related matters.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Relationships and Communicati Establish relationships with senior leaders to build trust and understand their needs.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Labour Policies and Legislation, Review HR processes impacting workplace legislation to ensure controls are in place to prevent regulatory breaches.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Labour Policies and Legislation, Advise on labour policies, employment legislation and their applications to senior business leaders to facilitate their understanding of compliance requirements.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Manage team operations and pi Align objectives and goals with internal stakeholders beyond the team and external stakeholders to yield mutual benefits.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Manage team operations and pi Establish the operating and resourcing structure for the function to support the organisation's objectives.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Manage team operations and pi Provide coaching and guidance to subordinates.		
Human Resource	Employee Experier Head, Employee Experience and Relations	Manage team operations and pi Manage budget for the function's activities and allocate to different teams and projects.		

Key attributes and skills

Desired Attributes and Skills in Demand

A career in the HR profession provides diverse opportunities to individuals seeking rewarding and exciting careers. If you enjoy the challenge of enabling human capital development to help businesses succeed in their next phases of growth, the HR sector offers opportunities to develop your passion and grow your career.

As the sector continues to transform, there are some examples of skills in demand now and in the near future. Those seeking successful careers in the HR sector can set themselves apart by developing these attributes and acquiring these skills in demand.

DESIRED ATTRIBUTES

- Business-Minded**: Advice on HR matters, with an understanding of the impact to business in mind.
- Change Agent**: Influence and manage organisational changes through leadership and effective communication.
- Ethical and Respected**: Maintain integrity and objectivity when dealing with sensitive and confidential information.
- Future-Oriented**: Exhibit traits of a forward-thinker, dealing with current issues while maintaining an eye on the future.
- Team Player**: Contribute to a larger team to bring about success at the workplace.

SKILLS IN DEMAND

- Business and Financial Acumen**: Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle.
- Employer Branding**: Develop employer brand proposition and strategy in alignment with the organisation's long-term strategic objectives and desired culture.
- HR Analytics and Insights**: Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business.
- HR Policies and Legislation**: Facilitate the development of the desired organisational culture that is aligned to the organisation's brand and business.
- Organisational Culture Development**: Influence the organisation's business strategy from the perspective of HR and workforce capability.
- Organisational Strategy Development**: Drive the adoption of the Skills Frameworks through HR activities to develop capabilities.
- Technology Integration**: Facilitate the development of the desired organisational culture that is aligned to the organisation's brand and business.

Job Role-specific skills & competencies

Associate, Performance and Rewards

JOB ROLE DESCRIPTION

The Associate, Performance and Rewards assists with the administration of performance reviews and compensation and benefits programmes in the organisation. He/she recommends industry compensation and benefits practices and liaises with vendors for benefits programme suitable for the workforce. He manages routine employee queries relating to performance management systems and compensation and benefits provisions. He generates salary and benefits reports, conducts data analysis and presents preliminary findings to senior members of the team.

The HR Associate, Performance and Rewards is responsible for the administration and maintenance of HR systems, stakeholders. He is enthusiastic and eager to learn and to enhance work quality and meet clients' needs.

Associate, Performance and Rewards

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Administer performance management programmes	<ul style="list-style-type: none"> Maintain historical and current employee data in HR systems. Identify data availability and data quality challenges to support report generation. Follow regulatory and ethical guidelines when handling employee data. 	
Implement compensation and benefits plan	<ul style="list-style-type: none"> Prepare performance and rewards data for analysis. Process performance, rewards and other employee data reports from HR systems. Draw inferences from data analysis for further evaluation. Consolidate outcomes of analysis, highlighting anomalies, if any. 	
Administer employee compensation		
Administer employee benefits		

TECHNICAL SKILLS AND COMPETENCIES	GENERIC SKILLS AND COMPETENCIES (TOP 5)
Benefits Management Level 2	Service Orientation Basic
Compensation Management Level 2	Communication Basic
Data Collection and Preparation Level 2	Interpersonal Skills Basic
Data Management Level 2	Teamwork Basic
Employee Communication Management Level 2	Digital Literacy Basic
Human Resource Analytics and Insights Level 2	
Human Resource Practices Implementation Level 2	
Human Resource Systems Management Level 2	
Job Analysis and Evaluation Level 2	
Performance Management Level 2	
Skills Framework Adoption Level 2	
Stakeholder Engagement and Management Level 2	



01 | Skills Mapping & Gaps Analysis

The screenshot shows the O*NET OnLine website. At the top, there's a navigation bar with 'O*NET OnLine' logo and 'Occupation Keyword Search' with 'electrici' entered. Below are links for 'Help', 'Find Occupations', 'Advanced Searches', 'O*NET Data', and 'Crosswalks'. A main banner features 'O*NET OnLine features' and 'More career sites & resources'. On the left, there's a sidebar with 'Introduction', 'Occupation Keyword Search' (with 'dental assistant' entered), and 'Find Occupations' (listing categories like Bright Outlook, Career Cluster, etc.). On the right, there are three featured sections: 'I want to be a...' with a search for 'Army (MOS)' and '15W', 'ATTN: VETERANS' with a search for '15W', and '¿Habla español?' with a search for 'Mi Próximo Paso'.

Occupation-Specific Information

Tasks

5 of 26 displayed

- Serve as a link between management and employees by handling questions, interpreting and administering contracts and helping resolve work-related problems.
- Advise managers on organizational policy matters, such as equal employment opportunity and sexual harassment, and recommend needed changes.
- Analyze and modify compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.
- Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
- Represent organization at personnel-related hearings and investigations.

Technology Skills

5 of 25 displayed

- **Accounting software** — AccountantsWorld Payroll Relief; Intuit QuickBooks; New World Systems Logos.NET; Sage 50 Accounting
- **Enterprise resource planning ERP software** — Microsoft Dynamics; Oracle PeopleSoft; SAP software; Workday software
- **Human resources software** — Human resource management software HRMS; Oracle Taleo; peoplefluent Performance; UniFI Resources Manager
- **Presentation software** — Mentimeter; Microsoft PowerPoint
- **Time accounting software** — ADP ezLaborManager; ADP Pay eXpert; Kronos Workforce Timekeeper; Stromberg Enterprise

Hot Technologies are requirements most frequently included across all employer job postings.

Occupational Requirements

Work Activities

5 of 30 displayed

- **Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, and subordinates in written form, e-mail, or in person.
- **Establishing and Maintaining Interpersonal Relationships** — Developing constructive and cooperative working relationships and maintaining them over time.
- **Resolving Conflicts and Negotiating with Others** — Handling complaints, settling disputes, and resolving grievances and conflicts with others.
- **Staffing Organizational Units** — Recruiting, interviewing, selecting, hiring, and promoting employees in an organization.
- **Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.

Detailed Work Activities

5 of 27 displayed

- Liaise between departments or other groups to improve function or communication.
- Advise others on legal or regulatory compliance matters.
- Recommend organizational process or policy changes.
- Administer compensation or benefits programs.
- Analyze data to inform operational decisions or activities.

Work Context

5 of 23 displayed

- **Electronic Mail** — 100% responded "Every day."
- **Telephone** — 100% responded "Every day."
- **Face-to-Face Discussions** — 96% responded "Every day."
- **Duration of Typical Work Week** — 92% responded "More than 40 hours."
- **Freedom to Make Decisions** — 79% responded "A lot of freedom."

Worker Requirements

Skills

3 of 30 displayed

- **Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Management of Personnel Resources** — Motivating, developing, and directing people as they work, identifying the best people for the job.
- **Speaking** — Talking to others to convey information effectively.
- **Judgment and Decision Making** — Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Reading Comprehension** — Understanding written sentences and paragraphs in work-related documents.

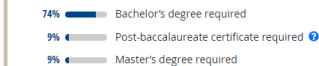
Knowledge

5 of 7 displayed

- **Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- **Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- **English Language** — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- **Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.
- **Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

Education

How much education does a new hire need to perform a job in this occupation? Respondents said:





02 | Training Package Design

Goal of Phase: Identify training needs and design training package



Identify Interventions



Define Additional Parameters

Training course library (SkillsFuture)

What would you like to learn today? Include " " for better search results, e.g. "data security"

Search by Keywords: [Popular](#) [New](#) [CP_Series_2022](#) [SkillsFuture Career Transition Programme](#) [Additional SkillsFuture Credit \(Mid-Career Support\)](#) [Critical Core Skills National Silver Academy](#)

Filter By **650 course(s) found for "human resource"**

Course Name	Full Course Fee
HRSINGAPORE PTE. LTD. HR for Non-HR	\$680.00
SINGAPORE NATIONAL EMPLOYERS FEDERATION Develop Human Resource (HR) Policy Documents (SFw HR)	\$420.00 After SkillsFuture Funding: \$210.00
SINGAPORE POLYTECHNIC HR for Non-HR Professionals	\$250.00

Additional Training course library (IBF)

Search via:

Course Name	Eligible Schemes	Total Duration
Business Process Frameworks in Finance	NTUC LEARNING HUB PTE LTD	24 Hours
ICA Diploma in Governance, Risk and Compliance: Module 1 - Industry...	International Compliance Training Academy Pte. Ltd.	15 Hours
Basics of Banking Products and Processes	EPITRAIN PTE. LTD.	8 Hours
Fundamentals of Blockchain and Uses in Insurance	Singapore College of Insurance Limited	2 Hours
PMI Authorized PMP Exam Prep	NTUC LEARNING HUB PTE LTD	3750 Hours
Capital Structures and Debt Products	ITTC LEARNING SINGAPORE PTE. LTD.	12 Hours



Common Roadblocks to Effective ESG Training



Knowledge Gap

Varying degrees of ESG understanding across roles



One-Size-Fits-All

Generic ESG courses lack sector-specific insights



Outdated Info

Rapid changes in ESG metrics and reporting requirements



Implementation

Difficulty in translating ESG learnings into actionable strategies

KPMG ESG Academy

The KPMG ESG Academy, created in collaboration with Microsoft, leading universities and learning institutions, equips our clients with the capabilities to lead the drive towards successful sustainability transformation.



Key Features



Expert interviews of real-life point of view



Lectures held by leading international professors



Certification of completion from KPMG and the associated academic institutions



Most pressing ESG topics compressed to > 10hrs video content

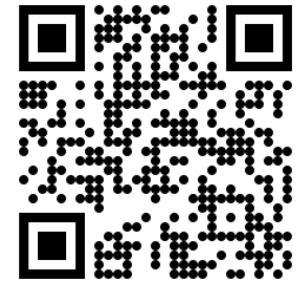


Digital, self-paced and dynamic learning experience

Benefits

- Create a **foundation** of ESG Knowledge
- Support **business growth** through ESG best practices
- Enable a collaborative ESG **best practices community**
- Equip your people with **ESG competencies** to lead
- Empowering people to navigate **ESG standards**
- Activate and accelerate your **ESG strategy** across your value chain
- Demonstrate your **organisation's commitment** to achieving ESG goals

ESG Academy



Sample Course



03 | Evaluation of Training Providers

Goal of Phase: Select Training Providers



Shortlist training providers



Define Evaluation Framework



Evaluate and priorities providers

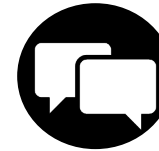
04 | Construct Strategy & Timeline



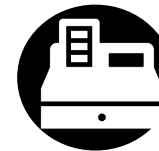
Goal of Phase: Finalise Training Plan



Construct upskilling plans for relevant employees



Create timeline for training and communicate it to employees



Register employees for relevant trainings



Immediate Actions to Take



Workforce Planning Tools



SkillsFuture



OnenetOnline



Global Fintech Job Report



Training Course Finders



SkillsFuture Training Library



IBF Programme Finder



KPMG Academy



KPMG Academy



Sample Course

Thank you



Nicki Doble
Principal Advisor

Organisational Transformation, Financial Services Advisory
KPMG in Singapore
nickidoble@kpmg.com.sg
M: +6598392814



Patrick Atlee
Partner

ESG Consulting, Financial Services Advisory
KPMG in Singapore
patrickatlee@kpmg.com.sg

PARTICIPANT'S FEEDBACK SURVEY



bit.ly/als2020live