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HR Professionals | Building Human Capital

Human Resource (HR) Professionals play a strategic role in organisations to attract, develop and retain talent for sustainable business growth and competitiveness. Increasingly, the dynamic business environment necessitates them to also facilitate change and transformation to build resilient and adaptive organisations.

Strengthening our HR capabilities to keep up with the changing demands rests with both individual HR Professionals and employers alike. The Singapore Workforce Development Agency (WDA), together with its industry partners, has developed the Human Resource Workforce Skills Qualifications (HR WSQ) as a national HR competency framework for the continuing education and training of our local HR Professionals and People Managers.



“HR practitioners need to innovate new practices to enable the organisation to extract maximum value from its human capital. This is important for all HR professionals in order to generate value for the organisation and ensure sustainability of the profession. The HR WSQ enables HR Professionals to be on par with, if not better than, our overseas counterparts.”

*Carmen Wee
Vice President, Human Resources (Software Business)
Invensys Operations Management*

Human Resource WSQ

The Human Resource Workforce Skills Qualifications (HR WSQ) is a competency framework developed through a rigorous process of international research and consultation with HR practitioners, industry associations and economic agencies. The HR WSQ is endorsed by the HR Manpower, Skills and Training Council comprising of senior representatives from industry, economic agencies, unions and professional associations.

First launched in 2008 and updated in late 2010 to incorporate the latest HR trends, the HR WSQ comprises more than 100 competencies in 8 HR functional areas across Operational, Managerial and Strategic HR roles.

“The HR WSQ framework provides a training roadmap for our HR practitioners and people managers to enhance their skills through structured training in the various HR functions. The useful knowledge acquired can translate into practical skills which will help us improve our HR practices.”

*Simon Ng
Senior Manager, Group Learning & Development
KS Distribution Pte Ltd*

HR Functional Areas and Job Titles

The table below maps out sample job titles pegged at the various WSQ levels. This serves as a guide for the range of HR WSQ modules individuals can choose from based on their current job scope and role.

Level	Human Resource Management	Human Resource Development	Human Resource Generalist	
Functional Areas				
	<ul style="list-style-type: none"> ◊ Employee Relations and Communications ◊ Employee Health and Well-being ◊ Performance, Remuneration and Benefits ◊ Resourcing ◊ Human Resource Systems and Processes 	<ul style="list-style-type: none"> ◊ Organisational Development ◊ Learning & Development ◊ Talent Management 	◊ All 8 HR Functional Areas	
Job Titles				
Strategic	6+		<ul style="list-style-type: none"> • Chief Human Resource Officer • HR Director • Vice President, Human Resource • Regional Head of Human Resource • General Manager, Human Resource 	
	5	<ul style="list-style-type: none"> • Regional Head of Remuneration & Benefits 	<ul style="list-style-type: none"> • Regional Head of Training / Learning & Development • Training / Learning & Development Director • Vice President, Training / Learning & Development 	<ul style="list-style-type: none"> • Head of Human Resource • Deputy Human Resource Director • Senior Human Resource Manager
Managerial	4	<ul style="list-style-type: none"> • HRIS Manager • Payroll Manager • Employee Relations Manager • Recruitment Manager • Resourcing Manager • Remuneration and Benefits Manager 	<ul style="list-style-type: none"> • Head of Training / Learning & Development • Training / Learning & Development Manager 	<ul style="list-style-type: none"> • Human Resource Business Partner • Human Resource Planning Manager
	3	<ul style="list-style-type: none"> • Employee Relations Specialist • Recruitment Specialist • Resourcing Specialist • Remuneration and Benefits Specialist 	<ul style="list-style-type: none"> • Organisational Development Specialist • Human Resource Development Specialist • Senior Trainer • Trainer / Lead Instructor 	<ul style="list-style-type: none"> • Human Resource Account Manager • Human Resource Relationship Manager • Human Resource Manager
Operational	2	<ul style="list-style-type: none"> • HRIS Administrator • Payroll Administrator • Employee Relations Analyst / Officer • Recruitment Analyst / Officer • Resourcing Analyst / Officer • Remuneration and Benefits Analyst / Officer 	<ul style="list-style-type: none"> • Training / Learning & Development Officer / Analyst • Learning & Development Executive 	<ul style="list-style-type: none"> • Human Resource Analyst / Officer / Executive

*Note: A HR Professional at Level 6 is recommended to consider the programmes under the Leadership & People Management WSQ Framework



HR WSQ | as a Toolkit

The HR WSQ framework serves as a career development toolkit for HR Professionals and People Managers. It can be used for:

Competency Systems and Processes

- Develop competency-based HR systems and processes
- Benchmark existing HR systems and processes with best practices

Competency Assessment

- Identify critical competencies required at different operational, managerial and strategic HR levels
- Create developmental roadmaps for career enhancement

HR WSQ

Competency-based Training

- Keep up-to-date with the latest HR industry practices with more than 100 competency-based training modules
- Develop specialised HR skills with the flexibility for self-paced learning through bite-sized modular training programmes

Nationally Recognised Certification

- Gain formal recognition of industry knowledge and skills through a nationally recognised Statement of Attainment (SOA) awarded upon completion of a competency-based module
- Achieve professional certification with HR WSQ qualifications by accumulating SOAs

“The HR WSQ training was instrumental in providing me with a macro-view of HR Management and sharpened my HR competencies. This was very important as I had moved from being a trained engineer into Human Resource. As a HR practitioner, I have gained new confidence.”

*Jane Wang
HR Specialist, Staffing
STMicroelectronics*

“In under-going HR WSQ training, our HR team has learnt best-in-class processes, trends and industry standards. This is critical when optimising cost base and providing a strategic role in arvato’s business success.”

*Mitat Aydindag
Managing Director
arvato Singapore*

Human Resource WSQ Competency Map

Levels	Core Units	Elective Units								
		Human Resource Management				Human Resource Development				General Electives
		Employee Relations and Communications	Employee Health and Well-being	Performance, Remuneration and Benefits	Resourcing	Human Resource Systems and Processes	Organisational Development	Learning & Development	Talent Management	
		This functional area covers the managing and planning of a range of activities related to developing, maintaining and improving employee relationships with management, and/or the organisation, by communicating with employees or the union. It includes employee engagement programmes and strategies as well as processing and assisting with grievances and disputes.	This functional area covers designing, implementing and managing programmes that will foster a healthy and well functioning workforce. It will take different forms in different organisations but can include initiatives such as flexitime, compressed workweeks, telecommuting and health promotion in order to provide employees with greater opportunity to meet work-life demands.	This functional area covers all processes associated with designing and managing performance based, market competitive compensation and benefits strategies and programmes. It also covers the process to maintain and improve employee job performance through the use of objective setting, appraisal, coaching and feedback.	This functional area covers the areas of workforce planning in alignment with business planning and various resourcing models. It includes processes associated with sourcing suitable people to perform in job roles, as well as the assessment of current workforce capabilities, demographics and work processes; determining future workforce requirement; identifying gaps and implementing solutions to bridge the gaps.	This functional area covers the process and systems in leveraging technology to enable HR functions and organisation effectiveness. It includes the use of HR metrics and analytics, and business process re-engineering to enhance organisational capabilities.	This functional area covers the process of planning organisation-wide efforts, to improve and increase the organisation's effectiveness, productivity, return on investment and overall employee job satisfaction.	This functional area covers a broad suite of activities that develop the employees' capabilities, skills and knowledge to meet business, organisational and personal goals.	This functional area covers the design and implementation of integrated strategies, systems or programmes that facilitate the identification, development and management of high potential employees as well as individual employees across the organisation.	
Strategic 5	<ul style="list-style-type: none"> Create human resource strategies aligned with business needs Manage organisational risks Apply financial knowledge within a human resource environment Enhance organisation effectiveness Develop organisational response to national manpower initiatives and strategic priorities 	<ul style="list-style-type: none"> Develop strategies and policies for employee relations Promote harmonious tripartite relations Develop and evaluate a framework for managing conflict, grievances and disputes Develop strategies for employee engagement Develop strategies for managing diversity 	<ul style="list-style-type: none"> Develop strategies for executive compensation Develop strategies for performance management Develop strategies for total remuneration 	<ul style="list-style-type: none"> Develop and communicate employer brand position Develop strategies for manpower planning and resourcing 	<ul style="list-style-type: none"> Develop strategies for human resource technology 	<ul style="list-style-type: none"> Lead organisational design Promote innovation Shape organisational culture in alignment with business strategies Lead change management 	<ul style="list-style-type: none"> Develop and evaluate organisational learning culture Enable organisational workforce capability 	<ul style="list-style-type: none"> Develop strategies for talent management Develop a framework and strategies for succession management Develop strategies for career planning 	<ul style="list-style-type: none"> Lead human resource due diligence and integration processes in mergers and acquisitions Provide strategic human resource advice Provide human resource consultancy service Integrate global, regional and local human resource practices Develop a business case for new initiatives Master personal effectiveness 	
Managerial 4	<ul style="list-style-type: none"> Align human resource services with business needs Develop workplace and business relationships Manage budgets and finances Measure human resource functional effectiveness Develop human resource policy framework 	<ul style="list-style-type: none"> Resolve grievances and disputes Develop and evaluate employee communications plan Implement employee engagement programmes Implement and manage diversity in the workplace 	<ul style="list-style-type: none"> Develop and evaluate employee health and well-being programmes 	<ul style="list-style-type: none"> Develop and implement grading and salary structure Implement and evaluate remuneration programmes Implement international compensation programme Implement performance management programme 	<ul style="list-style-type: none"> Recruit and select staff for international assignments Develop and implement recruitment and selection strategies Define job profiles Develop and implement voluntary and involuntary termination policy and framework Implement manpower planning processes Implement strategies to employ, retain and re-employ older employees 	<ul style="list-style-type: none"> Evaluate human resource management systems Manage human resource analytics 	<ul style="list-style-type: none"> Measure organisational climate Develop and implement change management strategies and plans 	<ul style="list-style-type: none"> Build people management capabilities Develop and evaluate learning interventions Develop and evaluate strategies for learning and development Develop and implement in-house competency framework 	<ul style="list-style-type: none"> Implement talent management programmes Develop career pathing framework Develop and implement career coaching and mentoring framework Implement international assignment programme 	<ul style="list-style-type: none"> Establish human resource needs of small to medium enterprise Implement fair employment practices Implement wage restructuring Manage internal and external service providers Implement and evaluate risk, crisis management and contingency plans Manage workplace safety and health system
	<ul style="list-style-type: none"> Ensure compliance with relevant laws and regulations Analyse and present research information Manage projects Support change processes 	<ul style="list-style-type: none"> Manage industrial relations processes Manage employee relations 	<ul style="list-style-type: none"> Implement employee health and well-being in the workplace 	<ul style="list-style-type: none"> Manage employee benefits Manage payroll 	<ul style="list-style-type: none"> Implement recruitment and selection methods Conduct interviews and make hiring decisions 	<ul style="list-style-type: none"> Implement human resource management systems 	<ul style="list-style-type: none"> Manage change at programme level 	<ul style="list-style-type: none"> Develop and evaluate onboarding programmes Support individual learning and development Plan training needs analysis Develop workplace learning plan Develop on-the-job training programme 	<ul style="list-style-type: none"> Provide career advice 	<ul style="list-style-type: none"> Facilitate group processes Implement people management capability programmes Participate in negotiations Maintain workplace safety and health policies and procedures
Operational 2	<ul style="list-style-type: none"> Participate in a work team Provide human resource information Process human resource information Support organisation events 	<ul style="list-style-type: none"> Prepare employee communications 		<ul style="list-style-type: none"> Administer benefits Process payroll Administer performance review process 	<ul style="list-style-type: none"> Administer recruitment and selection process Administer internal employee movements Administer voluntary and involuntary termination processes 	<ul style="list-style-type: none"> Operate human resource information system 	<ul style="list-style-type: none"> Administer and report results of surveys Support implementation of change management programme and initiative 	<ul style="list-style-type: none"> Provide learning administration services 		



Certified HR Professional Programmes

Under the HR WSQ framework, HR Professionals and People Managers can develop specialised HR competencies through the 5 Certified HR Professional programmes. These programmes help develop and strengthen their capabilities in 5 HR functional areas.

Certified HR Professional Programmes	
Programme	Competencies
Certified HR Professional (Remuneration & Benefits)	<ol style="list-style-type: none"> 1. Develop strategies for total remuneration (Level 5) 2. Implement international compensation programme (Level 4) 3. Implement and evaluate remuneration programmes (Level 4) 4. Implement wage restructuring (Level 4)
Certified HR Professional (Resourcing)	<ol style="list-style-type: none"> 1. Develop and communicate employer brand position (Level 5) 2. Develop and implement recruitment and selection strategies (Level 4) 3. Implement recruitment and selection methods (Level 3) 4. Conduct interviews and make hiring decisions (Level 3)
Certified HR Professional (Talent Management)	<ol style="list-style-type: none"> 1. Develop strategies for career planning (Level 5) 2. Develop strategies for talent management (Level 5) 3. Develop a framework and strategies for succession management (Level 5) 4. Implement talent management programmes (Level 4)
Certified HR Professional (Industrial Relations)	<ol style="list-style-type: none"> 1. Promote harmonious tripartite relations (Level 5) 2. Resolve grievances and disputes (Level 4) 3. Manage industrial relations processes (Level 3)
Certified HR Professional (Performance Management)	<ol style="list-style-type: none"> 1. Develop strategies for performance management (Level 5) 2. Implement performance management programme (Level 4) 3. Administer performance review process (Level 2)

Reaping Benefits

A key ingredient behind every thriving business is a team of skilled people managers. This is vital for smaller companies, where senior and line managers take charge of functions like recruitment, appraisal and employee retention.

Teambuild Group (“Teambuild”), a construction company, has empowered its senior and line managers with training in recruitment skills. In 2012, 26 of them attended the Human Resource (HR) WSQ course in “Conduct Interviews and Make Hiring Decisions”. During the training, they examined several case studies and role-played interview scenarios to practise their new skills.

Since then, Teambuild’s management and managers have adopted a more conscientious approach to hiring and managing employees. “Prior to the course, the emphasis had been on recruiting candidates for their technical skills,” elaborates Seow Seng Wei, Chief Executive Officer of Teambuild. “After the course, we re-emphasised on soft skill training and enhance people management skills to improve our recruitment processes.” In addition, Teambuild’s line managers have proposed ways to improve the company’s HR processes, such as holding a pre-interview meeting among interviewers before every job interview. This suggestion greatly enhanced Teambuild’s interview processes.

As a Small and Medium-sized Enterprise (SME) where every employee counts, Teambuild has armed its line managers with better people management skills that will add to the company’s success. In the near future, Teambuild is committed to continue sending its employees to HR WSQ courses to keep abreast of HR practices.

HR WSQ Qualifications

HR Professionals and People Managers can also select a more comprehensive competency upgrading from 8 HR WSQ Qualifications available. Each qualification comprises a fixed number of core and elective units. Individuals can attain the HR WSQ qualifications by taking each of the core and elective units at their own pace.

List of HR WSQ Qualifications		
WSQ Level	Qualification	Composition
5	WSQ Specialist Diploma in Human Capital Management	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Create human resource strategies aligned with business needsManage organisational risksApply financial knowledge within a human resource environmentEnhance organisation effectivenessDevelop organisational response to national manpower initiatives and strategic priorities Elective Units <ul style="list-style-type: none">All Elective Units must be from HR WSQAt least 3 Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4At least 2 Elective Units must be from each of the HRM & HRD category, of which at least 3 must be from HR WSQ Level 5
	WSQ Specialist Diploma in Human Capital Management (Human Resource Management)	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Create human resource strategies aligned with business needsManage organisational risksApply financial knowledge within a human resource environmentEnhance organisation effectivenessDevelop organisational response to national manpower initiatives and strategic priorities Elective Units <ul style="list-style-type: none">All Elective Units must be from HR WSQAt least 3 Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4At least 4 HRM Elective Units must be taken, of which at least 3 must be from HR WSQ Level 5
	WSQ Specialist Diploma in Human Capital Management (Human Resource Development)	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Create human resource strategies aligned with business needsManage organisational risksApply financial knowledge within a human resource environmentEnhance organisation effectivenessDevelop organisational response to national manpower initiatives and strategic priorities Elective Units <ul style="list-style-type: none">All Elective Units must be from HR WSQAt least 3 Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4At least 4 HRD Elective Units must be taken, of which at least 3 must be from HR WSQ Level 5

List of HR WSQ Qualifications		
WSQ Level	Qualification	Composition
4	WSQ Professional Diploma in Human Resources	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Align human resource services with business needsDevelop workplace and business relationshipsManage budgets and financesMeasure human resource functional effectivenessDevelop human resource policy framework Elective Units <ul style="list-style-type: none">At least 4 Elective Units must come from HR WSQ Level 4Up to 1 Elective Unit may come from HR WSQ Levels 3, 5 or 6 or from other WSQ frameworkAt least 2 Elective Units must come from each of the HRM and HRD category, of which at least 3 must come from HR WSQ Level 4
	WSQ Professional Diploma in Human Resources (Human Resource Management)	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Align human resource services with business needsDevelop workplace and business relationshipsManage budgets and financesMeasure human resource functional effectivenessDevelop human resource policy framework Elective Units <ul style="list-style-type: none">At least 4 Elective Units must come from HR WSQ Level 4Up to 1 Elective Unit may come from HR WSQ Levels 3, 5 or 6 or from other WSQ frameworkAt least 4 HRM Elective Units must be taken, of which at least 3 must come from HR WSQ Level 4
	WSQ Professional Diploma in Human Resources (Human Resource Development)	5 Core + 5 Elective Units Core Units <ul style="list-style-type: none">Align human resource services with business needsDevelop workplace and business relationshipsManage budgets and financesMeasure human resource functional effectivenessDevelop human resource policy framework Elective Units <ul style="list-style-type: none">At least 4 Elective Units must come from HR WSQ Level 4Up to 1 Elective Unit may be taken from HR WSQ Levels 3, 5 or 6 or from other WSQ frameworkAt least 4 HRD Elective Units must be taken, of which at least 3 must come from HR WSQ Level 4
3	WSQ Advanced Certificate in Human Resources	4 Core + 4 Elective Units Core Units <ul style="list-style-type: none">Ensure compliance with relevant laws and regulationsAnalyse and present research informationManage projectsSupport change processes Elective Units <ul style="list-style-type: none">At least 2 Elective Units must come from HR WSQ Level 3Up to 2 Elective Units may be taken from HR WSQ Levels 2, 4 or 5 or from other WSQ framework
2	WSQ Higher Certificate in Human Resources	4 Core + 4 Elective Units Core Units <ul style="list-style-type: none">Participate in a work teamProvide human resource informationProcess human resource informationSupport organisation events Elective Units <ul style="list-style-type: none">At least 2 Elective Units must come from HR WSQ Level 2Up to 2 Elective Units may be taken from HR WSQ Levels 3 or 4 or from other WSQ framework



“As a mid-career switcher from Finance into HR, HR WSQ programmes have greatly helped me in gaining essential competencies to perform my new role effectively. One of the most valuable experiences going through the programmes is peer sharing with other more experienced HR Professionals.”

Starting from an executive level, the WSQ programmes enabled me to be promoted thrice in a row to become a HR manager today. I believe in the effectiveness of HR WSQ programmes and would continue to upgrade my competencies.”

*Serene Tan
HR Manager
Jason Electronics
Graduate of WSQ Professional Diploma in Human Resources and
WSQ Specialist Diploma in Human Capital Management*

Contact our key training providers for information on HR WSQ programmes.

■ **Continuing Education and Training (CET) Centre**
Human Capital (Singapore) Pte Ltd
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■ **Programme Partner**
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Contact us for a full list of programmes and Approved Training Organisations (ATOs).

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