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)
Schneider Electric
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

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.

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<tr>
<td></td>
<td>Employee Relations and Communications</td>
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<td>Performance, Remuneration and Benefits</td>
<td>Talent Management</td>
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<td></td>
<td>Human Resource Systems and Processes</td>
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</table>

**Strategic**

<table>
<thead>
<tr>
<th>8°</th>
<th>Regional Head of Remuneration &amp; Benefits</th>
<th>Regional Head of Training / Learning &amp; Development</th>
<th>Head of Human Resource</th>
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<tbody>
<tr>
<td></td>
<td>• Regional Head of Remuneration &amp; Benefits</td>
<td>• Regional Head of Training / Learning &amp; Development</td>
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<tr>
<td></td>
<td>• HRIS Manager</td>
<td>• Head of Training / Learning &amp; Development</td>
<td>• Human Resource Business Partner</td>
</tr>
<tr>
<td></td>
<td>• Payroll Manager</td>
<td>• Training / Learning &amp; Development Manager</td>
<td>• Human Resource Planning Manager</td>
</tr>
<tr>
<td></td>
<td>• Employee Relations Manager</td>
<td>• Training / Learning &amp; Development Director</td>
<td>• Human Resource Planning Manager</td>
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<td></td>
<td>• Recruitment Manager</td>
<td>• Vice President, Training / Learning &amp; Development Director</td>
<td>• Human Resource Planning Manager</td>
</tr>
<tr>
<td></td>
<td>• Remuneration and Benefits Manager</td>
<td>• Senior Human Resource Manager</td>
<td>• Human Resource Planning Manager</td>
</tr>
</tbody>
</table>

**Managerial**

<table>
<thead>
<tr>
<th>4°</th>
<th>HRIS Administrator</th>
<th>Organisational Development Specialist</th>
<th>Human Resource Account Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Payroll Administrator</td>
<td>Human Resource Development Specialist</td>
<td>Human Resource Relationship Manager</td>
</tr>
<tr>
<td></td>
<td>• Employee Relations Analyst / Officer</td>
<td>Senior Trainer</td>
<td>Human Resource Manager</td>
</tr>
<tr>
<td></td>
<td>• Recruitment Analyst / Officer</td>
<td>• Trainer / Lead Instructor</td>
<td>• Human Resource Manager</td>
</tr>
<tr>
<td></td>
<td>• Remuneration and Benefits Analyst / Officer</td>
<td>• HRIS Administrator</td>
<td>• Human Resource Analyst / Officer / Analyst</td>
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**Operational**

<table>
<thead>
<tr>
<th>2°</th>
<th>HRIS Administrator</th>
<th>Training / Learning &amp; Development Officer / Analyst</th>
<th>Human Resource Analyst / Officer / Executive</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Payroll Administrator</td>
<td>• Learning &amp; Development Executive</td>
<td>• Human Resource Analyst / Officer / Executive</td>
</tr>
<tr>
<td></td>
<td>• Employee Relations Analyst / Officer</td>
<td>• Training / Learning &amp; Development Officer / Analyst</td>
<td>• Human Resource Analyst / Officer / Executive</td>
</tr>
<tr>
<td></td>
<td>• Recruitment Analyst / Officer</td>
<td>• Learning &amp; Development Executive</td>
<td>• Human Resource Analyst / Officer / Executive</td>
</tr>
<tr>
<td></td>
<td>• Remuneration and Benefits Analyst / Officer</td>
<td>• Learning &amp; Development Executive</td>
<td>• Human Resource Analyst / Officer / Executive</td>
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</table>

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

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

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

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Mitat Aydindag
Managing Director
arvato Singapore
Human Resource

WSQ Competency Map

<table>
<thead>
<tr>
<th>Core Units</th>
<th>Elective Units</th>
<th>General Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resource Management</strong></td>
<td><strong>Human Resource Development</strong></td>
<td><strong>Learning &amp; Development</strong></td>
</tr>
<tr>
<td>Employee Relations and Communications</td>
<td>Human Resource Systems and Processes</td>
<td>Talent Management</td>
</tr>
<tr>
<td>Employee Health and Well-being</td>
<td>Resourcing</td>
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</tr>
<tr>
<td>Performance, Compensation, and Benefits</td>
<td>Human Resource Development</td>
<td></td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Organisational Development</td>
<td></td>
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<tr>
<td></td>
<td>Learning &amp; Development</td>
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<tr>
<td></td>
<td>Talent Management</td>
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</tbody>
</table>

**Levels**

- **Core Units**
  - 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
- **Elective Units**
  - Develop strategies and policies for employee relations
  - Promote harmonious tripartite relations
  - Develop and evaluate framework for managing conflict, grievances and disputes
  - Develop strategies for employee engagement
  - Develop strategies for managing diversity
  - Develop and evaluate employee health and well-being programme
  - Develop and implement grading and salary structure
  - Implement and evaluate remuneration programmes
  - Implement international compensation programme
  - Implement performance management programme
  - Recruit and select 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
  - Evaluate human resource management systems
  - Manage human resource analytics
  - Measure organisational climate
  - Develop and implement change strategies and plans
  - Build people management capabilities
  - Develop and evaluate learning interventions
  - Develop and evaluate strategies for learning and development
  - Develop and implement in-house competency framework
  - Implement talent management programmes
  - Develop career pathing framework
  - Develop and implement career coaching and mentoring framework
  - Implement international assignment framework
  - Establish human resource needs of a small to medium enterprise
  - Implement fair employment practices
  - Implement wage restructuring
  - Manage internal and external service providers
  - Implement and evaluate risk, crisis management and business continuity plans
  - Manage workplace safety and health system

- **General Electives**
  - Elective Units
  - Human Resource Systems
  - Human Resource Development
  - Learning & Development
  - Talent Management

**International Recognition by the Chartered Institute of Personnel and Development (CIPD)**

- **CIPD International Recognition** awarded by the Chartered Institute of Personnel and Development (CIPD) as well as CIPD membership.

**For more information, please visit**

- **www.wda.gov.sg/hr_wsq**

**Elective Units**

- **Elective Units**
  - Provide learning plan
  - Develop workplace learning and development programmes
  - Implement career coaching and mentoring framework
  - Develop and implement in-house competency framework
  - Provide career advice

**General Electives**

- **General Electives**
  - Develop and implement career coaching and mentoring framework
  - Develop and implement in-house competency framework
  - Provide career advice
  - Facilitate group processes
  - Implement people management capability programmes
  - Participate in negotiations
  - Maintain workplace safety and health policies and procedures

**International Recognition by the Chartered Institute of Personnel and Development (CIPD)**

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**For more information, please visit**

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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.

<table>
<thead>
<tr>
<th>Certified HR Professional Programmes</th>
<th>Competencies</th>
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</table>
| Certified HR Professional (Remuneration & Benefits) | 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) | 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) | 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) | 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) | 1. Develop strategies for performance management (Level 5)  
2. Implement performance management programme (Level 4)  
3. Administer performance review process (Level 2) |

Reaping Benefits

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.
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

<table>
<thead>
<tr>
<th>WSG Level</th>
<th>Qualification</th>
<th>Composition</th>
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</table>
| **WSQ Professional Diploma in Human Resources** | 5 Core + 5 Elective Units | Core Units: • 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  
Elective Units: • At least 4 Elective Units must come from HR WSQ Level 4 • Up to 1 Elective Unit may come from HR WSQ Levels 3, 5 or 6, or WSQ Levels 3, 4, 5 or 6 from other WSQ framework • At 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 Specialist Diploma in Human Capital Management** | 5 Core + 5 Elective Units | Core Units: • 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  
Elective Units: • All Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4 • At 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: • 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  
Elective Units: • All Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4 • At least 4 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: • 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  
Elective Units: • All Elective Units must be from HR WSQ Level 5 and up to 2 may be from Level 4 • At least 4 Elective Units must be taken, of which at least 3 must be from HR WSQ Level 5 |
| **WSQ Advanced Certificate in Human Resources** | 4 Core + 4 Elective Units | Core Units: • Ensure compliance with relevant laws and regulations • Analyse and present research information • Manage projects • Support change processes  
Elective Units: • At least 2 Elective Units must come from HR WSQ Level 3 • Up to 2 Elective Units may be taken from HR WSQ Levels 2, 4 or 5, or WSQ Levels 2, 3, 4, 5 or 6 from other WSQ framework |
| **WSQ Higher Certificate in Human Resources** | 4 Core + 4 Elective Units | Core Units: • Participate in a work team • Provide human resource information • Process human resource information • Support organisation events  
Elective Units: • At least 2 Elective Units must come from HR WSQ Level 2 • Up to 2 Elective Units may be taken from HR WSQ Levels 3 or 4, or WSQ Levels 2, 3 or 4 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