Human Resource Operations

Subsector: Enterprise

Job Family: Human Resources

Impact Level

Today, this role is responsible for leading Human Resources (HR) practices that will provide an employee-oriented, high performance culture – including managing recruitment and ongoing development of the workforce.

Medium Impact

Consolidated Activities

	Today	Future
Talent Acquisition	Tasks such as filing of paperwork and arranging of interviews are administrative, and the outcomes often rely on human decision making which is susceptible to bias and inconsistencies in judgment.	AI (cognitive) solutions will facilitate candidate profiling while eliminating human bias from the process. Virtual recruiters will handle scheduling, feedback collation, and address basic questions in real time.
Employee Onboarding	Execution is often rule-based and document intensive. Activities can ideally be completed on digital platforms, eliminating need for paperwork and excessive downtime.	AI will be used to customise onboarding programmes for new hires or even to ease integration into the company by providing a virtual buddy/digital assistant to answer questions or provide basic technical support.
Employee Retention and Performance Analysis	Execution involves collection of inputs and data to assess a staff member's performance, and is typically time consuming. Outcomes are often subject to bias and inconsistencies in judgment.	AI will yield real-time insights on employee feedback, allowing HR to more proactively reach out to employees, as well as provide a continuous flow of data to enable better feedback and promotion decisions.
Employee Training	Execution involves close collaboration with business to acknowledge training needs, which can be supported by technology. Many banks have adopted on-the-go learning with the increasing use of mobile platforms.	AI will collect and analyse employee data to generate customised training programs, and virtual reality (e.g., gamification) will be used to make training scenarios more engaging and realistic.

In the next

3–5 years ...

This role will continue to play a critical role in working closely with business to prepare their workforce for the future. They will incorporate advanced data analytics and AI solutions to improve various HR processes and delivery, as well as enhance employees' experience.

Skills Differentiators:

▸ **Advanced Digital Acumen/Literacy:** Access to more software and digital tools will help to augment this role's responsibilities but it will be necessary to understand the underlying technology to take full advantage of it.

▸ **Data Interpretation and Analysis:** Using Advanced Analytics to provide more meaningful insights for the organisation will require being able to make sense of data to draw conclusions.

▸ **Change Management:** Being adaptable to changing workforce needs will be important, in addition to changing underlying processes and how tasks are carried out in terms of acquisition and on-boarding. Adapting to these changes will require a willingness to work alongside technology.

▸ **Advisory:** Using access to Advanced Analytics, the role will be able to draw more meaningful insights from data to provide enhanced recommendations to the business.

▸ **Business and Finance Acumen:** Understanding the evolving business environment and the impact of data analytics and automation will be necessary to help this role acquire talent that is suited for rapidly changing roles, skill sets and business needs.

RPA | Advanced Analytics | AI