

1. Executive Summary

For roles highly impacted by technology, the study identified potential job adjacencies through an analysis of skills overlaps and recent transition trends. To transit into these roles, upskilling will be imperative.

Technology and key HR trends will also create new opportunities in the form of new or emerging roles ^[6]. Some of these roles are highly **specialised** such as:

- HR Data Analyst
- Learning Designer
- Employee Onboarding Specialist

The role of HR Data Analyst is emerging as organisations build their capabilities in this area. These roles combine people analytics and data science capabilities. In the long term, people analytics will be a key skill required by all roles in HR rather than being a dedicated role. The niche data science capability may get consolidated into a specialised role / function across the organisation. Similarly, roles such as Learning Designer and Employee Onboarding Specialist are expected to emerge to drive learning journeys and employee experience design, as more emphasis is placed on a customised employee experience and continuous upskilling.