



Executive / Associate, Operations and Technology


Job Family:
Operations and Technology


Impact level:
High





- This role will evolve into a digital HR role supporting the implementation and maintenance of **integrated HR technology portfolio and talent data architecture**.
- Support implementation of **data governance framework for HR** and **data security policies**.
- Perform **data analytics** and support **digital transformation by researching latest technologies**.

 Data Analytics

 Artificial Intelligence (AI) & Machine Learning (ML)

 Robotic Process Automation (RPA)

 Data Security

 Cloud Technology

EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
[NEW] Implement HR Technology Roadmap and Data Architecture		
<ul style="list-style-type: none">Tasks in current role focus on supporting the implementation of HR shared services and activities under Support HR Initiatives and Systems	<ul style="list-style-type: none">[NEW] Outline technical requirements for HR systems based on business and talent needs, and identify gaps in existing system capabilities[NEW] Research new technologies and provide inputs on suitability and scalability of technology to support opportunities for HR process automation and / or optimisation	<ul style="list-style-type: none">Knowledge of off-the-shelf solutions and technologies such as RPA, AI / ML for process improvementKnowledge of Application Programming Interfaces (APIs) to support the integration of various applications and platforms
<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Provide guidance on the technical requirements of the technology solutions to the development team during the design and development phase of technology solutions[NEW] Test the solution and provide feedback for improvement and alignment with expected requirements and features	<ul style="list-style-type: none">Principles of design thinking, user experience, and user interface design will be applied when testing and implementing systems to ensure user-centricity
<ul style="list-style-type: none">Task does not exist in current role	<ul style="list-style-type: none">[NEW] Collaborate with technical teams to map out data flows across HR and business systems to support the implementation of HR data architecture[NEW] Research best practices and challenges in data governance and data security and provide inputs for policy development[NEW] Collaborate with IT teams to communicate data governance policies and guidelines to educate talent and prevent data breaches	<ul style="list-style-type: none">Knowledge of local data protection and privacy laws, databases, platforms and tools for integration of systems such as APIs to enable data aggregation
Support HR Initiatives and Systems		
<ul style="list-style-type: none">Coordinate and manage the delivery of HR services to employees based on strategic HR initiativesMonitor daily HR system operations and identify errors for troubleshooting	<ul style="list-style-type: none">Task enhanced and subsumed under implementation of HR Technology Roadmap and Data Architecture	NA
<ul style="list-style-type: none">Resolve HR standard operating procedures related issues and queries from other functions	<ul style="list-style-type: none">Task substituted by technology	<ul style="list-style-type: none">AI chatbots will automate the resolution of standard policy-related, process-related and procedural enquires

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
<ul style="list-style-type: none"> Support communication activities on digital initiatives such as leave application systems, benefits administrations etc. 	<ul style="list-style-type: none"> <i>Task substituted by technology</i> 	<ul style="list-style-type: none"> <i>Use of communication platforms and devices to enable real-time information sharing and feedback</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Identify technology platforms to support and communicate implementation of HR plans and initiatives 	<ul style="list-style-type: none"> <i>Knowledge of new and innovative communication platforms</i>
Monitoring Effectiveness of HR Processes and Systems		
<ul style="list-style-type: none"> Verify documentation of processes for completeness, accuracy and compliance with HR policies and procedures 	<ul style="list-style-type: none"> <i>Task substituted by technology</i> 	<ul style="list-style-type: none"> <i>AI and ML will automate document validation process with minimal human intervention</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Analyse technology solutions and process metrics and develop insights on efficiency, effectiveness and user-centricity of the process and solutions 	<ul style="list-style-type: none"> <i>Advanced analytics to assess efficiency, effectiveness and user-centricity of the HR technology solutions</i> <i>In-depth knowledge of both automation tools and technology solutions (and user needs) for enhancement</i>
<ul style="list-style-type: none"> Review HR operating policies and existing processes and suggest potential improvements to enhance HR services 	<ul style="list-style-type: none"> Review HR operating policies and existing processes to suggest enhancement due to technology and future workforce considerations Liaise with stakeholders to facilitate technology implementation and maintenance Drive adoption of self-service models / new technology initiatives for HR process and solutions enhancement through conducting of user acceptance test 	<ul style="list-style-type: none"> <i>Technologies such as RPA and AI will be tested for suitability and in-depth knowledge of off-the-shelf solutions and other technologies in the solutioning process will support decisions for adoption within HR</i>
Utilising Data Analytics		
<ul style="list-style-type: none"> Examine data to ensure consistency and quality 	<ul style="list-style-type: none"> <i>Task substituted by technology</i> 	<ul style="list-style-type: none"> <i>AI and ML will automate much of data cleaning and checking</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Develop visualisation tools and dashboards needed for standard talent data models to equip HR with insights and proactive monitoring of key metrics 	<ul style="list-style-type: none"> <i>AI and analytics embedded in the systems will provide real-time collection of targeted data</i> <i>In-depth knowledge of visualisation and data pooling tools and solutions to support data-based insights for decision-making</i>
<ul style="list-style-type: none"> Conduct data analysis and provide reports on insights to stakeholders 	<ul style="list-style-type: none"> Conduct analysis of talent data to identify specific insights for issues across the various HR functions [NEW] Develop HR research models and analysis based on the hypothesis from initial trends to support various HR functions in identifying linkage to business outcomes 	<ul style="list-style-type: none"> <i>Advanced analytics embedded with AI will be able to provide insights across multiple variables</i> <i>Advanced predictive analytics will provide insights on specific issues to achieve business outcomes</i>

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Future skills* (Role-specific) * Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Integrated Technology Roadmap Development	Outline technical requirements for new technologies and identify areas of improvement for HR processes
Application Programming Interfaces (APIs) Design	Apply basic knowledge of routines and communication protocols of the interactions between software components to support the integration of applications and platforms
Data Architecture Design	Support implementation of robust data architecture that is efficient and effective in directing seamless data flow across the organisation
Data Security and Privacy	Research on the tools and approaches for data security and privacy as well as relevant regulatory requirements to support the implementation of data governance guidelines
User Experience / User Interface Design	Analyse desired user experience and suggest requirements for functionalities, information flows and graphical user interfaces
Product Testing	Support testing of digital products and services to evaluate feasibility, functionality and effectiveness
Technology Vendor Management	Liaise with technology vendors on required technology specifications
Robotic Process Automation Programming	Use available tools to build RPA bots to meet organisational and talent needs

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Future skills* for all HR executives / associates

* Note: Please refer to Skills Framework for HR for exhaustive list of skills required for the role

Focus areas	Descriptions
Business and Financial Acumen	Lead execution of talent initiatives by applying knowledge of business drivers, financial indicators, workforce analytics and the impact on business outcomes
Data-driven Story Telling	Guide and review the data-based insights and visualisations and provide inputs for narrative to influence talent-related decision-making process
People Analytics	Apply data mining and analytics techniques to analyse linkages between talent and business metrics, including intangible metrics. Use insights from predictive models to identify impact of talent programmes on the business
Organisational Behaviour and Change Management	Apply understanding of psychological, social and cultural drivers to guide talent towards desired change and apply use of technology and nudges to influence behaviours
Agile Mindset	Execute initiatives that promote agile ways of working, structures and processes which enhance adaptability and collaboration among talent. Provide inputs for improvement based on feedback as well as external research
HR Technology Adoption	Analyse existing processes to identify inefficiencies as well as gaps in talent experience and shortlist possible technology solutions to enhance the processes and experiences across the talent lifecycle
Relationships and Communication	Collaborate with stakeholders and display sensitivity to their needs, and lead the execution of communication plans across relevant stakeholders
Progressive and Inclusive Workforce Policy Implementation	Collaborate with the business to implement inclusive workforce policies and legislations relevant for diverse talent groups based on data-driven insights and review feedback

Beyond
three years

The role will **support on-going technology enablement** of the entire talent experience. **In-depth knowledge of various technologies** such as **consumer-grade interface** and **seamless data architecture** will be required to support technology implementation and transformation. The role will support the **adoption of transformation** and **disruptive technology changes** across the organisation.

a. Executive / Associate, Operations and Technology

The Executive / Associate, Operations and Technology, supports the implementation of HR shared services and monitors the effectiveness of HR processes and systems. Their experience and skills enable transitions to the following roles within HR, as shown in Table 3.

The role has cross-functional skills in business process improvement, project management, and stakeholder management and can transit to the following roles outside HR. They will also need to top-up supplementary role-specific skills to perform in these roles, as shown in Table 4 below.

Table 3: Transitions within HR for Executive / Associate, Operations and Technology

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive / Associate, Operations and Technology	HR Business Partner Executive	<ul style="list-style-type: none"> ▪ Omni-channel Communications ▪ Technology-driven Talent Assessment Strategy
	HR Business Transformation Executive	<ul style="list-style-type: none"> ▪ Organisation Transformation ▪ Talent Experience Management

Table 4: Transitions outside HR for Executive / Associate, Operations and Technology

Origin role	Top destination roles within HR	Skills top-up for transition (indicative)
Executive / Associate, Operations and Technology	Business Analyst	<ul style="list-style-type: none"> ▪ Business Strategy / Analysis ▪ Pricing Strategies
	Associate Management Consultant	<ul style="list-style-type: none"> ▪ Business Development ▪ Customer Service
	IT Project Specialist / Executive	<ul style="list-style-type: none"> ▪ System Integration ▪ Network Administration

Cross-functional Skills

- Business Process Improvement
- Stakeholder Management
- Project Management

Success Stories

CapitaLand

Reskilling of HR System Support Team

CapitaLand's HR team embarked on several automation projects. The HRIS team stepped up from their traditional system support roles to reskill themselves with the knowledge of Robotic Process Automation (RPA). After acquiring the skill from the four-day RPA training organized by the company's Building Capability Framework (BCF), they started their journey to automate some HR processes, applying the skills they have learnt.

The HR Information System team took on the additional role of RPA ambassadors and have deployed a few RPA based projects that have helped to automate several transactional and repetitive tasks, such as data

verification for system migration and report generation. With RPA, the verification of the 90,500 documents that was migrated from the HR system of the acquired company was completed with 100% accuracy within two days. If verification were to be done manually, it would require ~900 man days. As the bots were built internally, no external consulting fees was incurred.



Singapore University of Technology and Design (SUTD)

Transition from HR Operations to Strategic HR Advisory / Data Analytics

With the "Best in Breed" technology adoption, SUTD's HR operation team was able to take up effective roles such as Business Partnering and more Strategic HR and Organisation Development Work. The adoption of technology also helped the resourcing function to automate 60-70% of manual work.

The investment in training the HR team in analytics and data visualisation further resulted in better efficiencies and decision making. Using data-driven insights, the HR team has increased the quality

of hiring and also resulted a six-figure dollar savings on headhunting costs.

In addition, the results from all these efforts were also translated into success stories that were presented to the board and received recognition at the board level.

