


Head, Operations and Technology

Job Family:
Operations and Technology

Impact level:
Medium

- This role will **design the HR technology roadmap** and strategise the **link between HR and business systems**.
- Develop the **business case** to convince senior stakeholders to adopt technology solutions.
- Develop **data architecture for HR, data governance framework** and ensuring **data security**.
- Drive change management for technology adoption** across HR.

 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
Designing Integrated HR Technology Architecture and Roadmap		
<ul style="list-style-type: none">Formulate organisation-wide HR operational policies, procedures and systems initiativesEvaluate emerging technology against HR operations needs and infrastructure capabilities	<ul style="list-style-type: none">Review and formulate organisation-wide HR operational policies and procedures, keeping in view the need for digitalisation[NEW] Develop an integrated HR technology roadmap to support business and talent needsSpearhead research on new and innovative technologies across HR processes to enhance personalisation and consumer-grade experience and improve operational efficiency through automation[NEW] Share thought leadership on new aspects of technology opportunities and risks such as potential biasness of AI, nudge-based technology, and integration of point-based versus platform solutions to drive decisions	<ul style="list-style-type: none"><i>Application Programming Interface (APIs) and cloud-based systems will allow integration of various applications and platforms across organisation-wide systems to enable seamless data flow</i><i>Collaborate with Chief Information Officer (CIO) to assess organisation’s technology needs and design technology roadmap for seamless interface across various solutions and platforms</i>
<ul style="list-style-type: none">Assess HR function’s capability and readiness in operationalising strategic HR initiativesDrive digitalisation and automation initiatives for HR processes and prepare a business case for technological investments to drive implementation	<ul style="list-style-type: none">Assess current HR processes for efficiency and opportunities for optimisation and / or automation based on business and talent needs by leveraging data analysis[NEW] Recommend suitable and scalable technology to influence build vs. buy decisions, by presenting a business case for technological investments and implementation	<ul style="list-style-type: none"><i>Advanced data analytics will be used to analyse insights on feedback and effectiveness of solutions vs. business and talent needs</i><i>Off-the-shelf solutions and existing applications will need to be assessed for user-centricity</i><i>Technologies such as RPA, AI / ML may be explored for suitability and intelligent automation / optimisation of various HR processes and service delivery</i>
Implementing HR Technology and Data Architecture		
<ul style="list-style-type: none">Establish objectives of the HR systems and prioritise based on needsFinalise system selection based on budgets, employee and business priorities	<ul style="list-style-type: none">Develop HR technology implementation plan based on the integrated HR technology roadmap, budgets, talent and business priorities and needs	<ul style="list-style-type: none"><i>In-depth knowledge of the technology applications for off-the shelf solutions will support decision on “best-in-class” technology for implementation that allows seamless data flow across the organisation</i><i>Principles of design thinking, user experience and user interface design will help to ensure user-centricity</i>

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EXPECTATIONS TODAY	EXPECTATIONS WITHIN THREE YEARS	NEW APPROACHES TO TASKS
<ul style="list-style-type: none"> Design HR data architecture based on the type of data and analysis required to enhance organisation productivity and effectiveness 	<ul style="list-style-type: none"> Design HR data architecture and data governance framework to establish the linkages between HR and business systems and ensure data security 	<ul style="list-style-type: none"> <i>Knowledge of databases, platforms for aggregation, data cleaning and analytics, and APIs will ensure clean and useable HR databases</i> <i>Knowledge of data security and privacy considerations will ensure frameworks and systems are designed for secure use and flow of data</i>
<ul style="list-style-type: none"> Oversee the implementation and roll-out of HR technology solutions throughout the organisation Obtain buy-in from Senior Management on adoption of HR systems and develop plans to roll-out technology implementation 	<ul style="list-style-type: none"> Oversee the implementation and roll-out of HR technology solutions throughout the organisation and management of technology portfolio across HR [NEW] Foster strong collaboration across teams and drive user-centric design to enhance user experience Drive transformation and communication plans, and influence Senior Management decisions on technological initiatives and system updates and increase adoption rates across the organisation 	<ul style="list-style-type: none"> <i>Communication platforms such as mobile applications and social media enable real-time information sharing and feedback to enhance talent experience in adopting new technologies</i>
Evaluating Effectiveness and User Experience of HR Processes and Systems		
<ul style="list-style-type: none"> Establish criteria and metrics to determine effectiveness of HR processes and systems 	<ul style="list-style-type: none"> Establish criteria and metrics to determine effectiveness of HR processes and systems [NEW] Design user experience based on feedback from business and talent 	<ul style="list-style-type: none"> <i>AI and analytics embedded in HR systems will provide real-time collection of targeted data on HR technology and systems performance and productivity</i> <i>Most off-the-shelf systems will have basic metrics and analytics built in and additional metrics can be added on as defined by business and talent</i>
<ul style="list-style-type: none"> Evaluate agreements with vendors based on evaluation of HR systems' performance 	<ul style="list-style-type: none"> Assess existing technology based on established metrics and business and talent needs to evaluate current performance, potential available and scalable technology 	<ul style="list-style-type: none"> <i>Data-driven insights will enable HR to draw inter-linkages to connect effectiveness of initiatives to business outcomes</i>
Lead Demand-driven HR Analytics		
<ul style="list-style-type: none"> Conceptualise new data models to address identified business and talent data needs 	<ul style="list-style-type: none"> Lead development of efficient data flows and develop demand-driven analytics based on business and talent data needs [NEW] Lead the development of configurable talent data models that present desired analysis 	<ul style="list-style-type: none"> <i>Integrated systems and data architecture will ensure interlinking of data across multiple sources such as performance management, employee feedback surveys, and talent sentiments</i> <i>AI and analytics embedded in HR systems will enable the development of data-driven insights</i>
<ul style="list-style-type: none"> Derive business insights using basic analysis and recommend optimal solutions Lead decision-making with relevant stakeholders to enhance business and HR performance 	<ul style="list-style-type: none"> Derive specific data insights and provide actionable recommendations to impact business outcomes across talent lifecycle [NEW] Oversee the development of HR research models and formulate hypothesis based on initial trends and explore linkages and correlations 	<ul style="list-style-type: none"> <i>Advanced analytics will be used to provide insights on targeted issues for business outcomes such as flight risks, challenges talent face at work, and future capability gaps</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	Design organisation technology roadmap strategy to drive seamless interface between existing and upcoming technologies and optimise HR systems, and enhance accessibility and functionality for talent and business
Application Programming Interfaces (APIs) Design	Drive integration of various applications and platforms across organisation-wide systems to design the interactions between various software components and maintain an overview of routines and communication protocols regarding these interactions
Data Architecture Design	Lead the design of a robust data architecture that seamlessly directs data flow across the organisation
Data Security and Privacy	Adopt an overarching view of tools and approaches for data security and privacy such as privacy-by-design to design data governance framework and drive compliance with regulatory requirements and prevent business and reputational risks from data breaches
User Experience / User Interface Design	Formulate guiding principles and concepts for intended user experience and interfaces, and direct development of prototypes and customised graphical user interfaces to anticipate user requirements and adopt industry best practices
Product Testing	Evaluate results of testing for digital products and services, and develop technology implementation strategy that enhance feasibility, functionality and effectiveness for optimal product experience for business and talent
Technology Vendor Management	Establish strategic collaborative and impactful partnerships that take into consideration the long-term mutual benefits for both organisation and technology vendors to drive technology transformation across HR
Robotic Process Automation Programming	Evaluate HR processes against RPA technology to define opportunities as well as prioritise HR processes for automation based on business organisation and talent needs

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Future skills* for all HR heads

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

Focus areas	Descriptions
Business and Financial Acumen	Develop appropriate talent strategies by leveraging in-depth knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance. Consider key industry drivers and macro-economic trends when evaluating impact of talent strategies on workforce performance
Data-driven Story Telling	Guide the development of the business case and challenge business leaders through presentation of compelling narratives and data-based insights to secure buy-in for talent strategies and decisions
People Analytics	Strategise people analytics approach and tools (e.g. linkages of data metrics, analysis of intangible metrics and predictive modelling) to augment talent strategies and develop data-based talent programmes in the organisation
Organisational Behaviour and Change Management	Strategise organisational-level change and advocate use of technology to implement new change approaches such as real-time multidirectional engagement to influence desired change in individual and group behaviours
Agile Mindset	Develop strategies to drive agile ways of working as well as, structures and processes that allow speed and adaptability to react quickly to the changes in the external environment. Influence a mindset shift across the organisation to thrive and excel within a dynamic organisational culture
HR Technology Adoption	Provide thought leadership on HR service delivery model and technology integration that would elevate talent experience as well as drive the business and talent to attain organisational goals
Relationships and Communication	Pre-empt and proactively assess needs of diverse groups of stakeholders and develop communication strategy to continuously engage them, in order to attain desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Provide advisory and obtain buy-in from the business on inclusive and diverse workforce policies based on data-driven insights through analysis of talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to influence legislative changes across diverse talent groups

Beyond
three years

The role will be an **advisor** for **ongoing technology-enabled design** and analytics of HR processes, and **drive penetration of technology** across HR. The role will have a **futuristic view of technology** and utilise disruptive technologies to enhance existing technology capabilities such as Artificial Intelligence-enabled (AI) data models. The role will **spearhead digital transformation for HR** and continue to enhance system capabilities through advanced platform-based technologies such as edge computing.