


Manager, Operations and Technology


Job Family:
Operations and Technology

Impact level:
Medium

- This role will evolve to **manage the integrated technology portfolio** across HR processes.
- Plan and lead the **implementation for technology solutions** in HR.
- Implement **data architecture for HR, data governance framework** and ensuring **data security**.
- Recommend automation** and **outsourcing opportunities to enable digital transformation** 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 an Integrated HR Technology Architecture and Roadmap		
<ul style="list-style-type: none">Determine HR operations needs and infrastructure capabilities to introduce strategic HR operations initiatives and lead the team in the implementation of strategic HR operations initiatives	<ul style="list-style-type: none">Determine HR operations needs and lead the team on the implementation of strategic HR operations initiatives[NEW] Define technical requirements for HR solutions based on the understanding of business and talent needs as well as HR operations[NEW] Evaluate feasibility of technology solutions and integration to support the development of an integrated technology roadmap, including existing / new system capabilities, milestones, resources, etc.	<ul style="list-style-type: none"><i>APIs and cloud-based systems will allow integration of various applications and platforms across organisation-wide systems and enable seamless data flow</i><i>Implementation of technology changes and seamless interface between various technology solutions in collaboration with relevant technical experts based on in-depth knowledge of technology solutions</i>
<ul style="list-style-type: none">Introduce process and systems based on the function’s competence and readiness for integrating initiatives	<ul style="list-style-type: none">[NEW] Explore opportunities for optimisation and / or automation of current HR processes as well as build vs. buy decisions based on suitability and scalability of the technology[NEW] Assess effectiveness of technology change initiatives to provide a business case for technological investments	<ul style="list-style-type: none"><i>Off-the-shelf solutions and existing applications will need to be assessed for application within HR</i><i>Technologies such as RPA, AI / ML may be explored for suitability and integrated into HR systems</i><i>Advanced data analytics will provide insights on feedback and effectiveness of technologies on business outcomes</i>
Implementing HR Technology and Data Architecture		
<ul style="list-style-type: none">Identify operational needs for HR systems to present business case in alignment to business requirements and budget	<ul style="list-style-type: none">Engage business leaders and talent to secure buy-in for technological initiatives aligned to their needs and desired user experience	<ul style="list-style-type: none"><i>Understand technology requirements of stakeholders through greater discussions and collaborations</i><i>In-depth knowledge of databases, platforms for aggregation, data cleaning and analytics, and APIs will enable the development of consistent, clean, and useable HR databases</i>

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<ul style="list-style-type: none"> Determine functionalities and customisations to be incorporated into HR systems 	<ul style="list-style-type: none"> [NEW] Drive implementation by experimenting with technologies and manage the technology portfolio across HR Lead the implementation of seamless HR data architecture with strong focus on user experience 	<ul style="list-style-type: none"> <i>Principles of design thinking, user experience, and user interface design will be applied when testing and implementing systems to ensure user-centricity</i> <i>Advanced analytics of effectiveness metrics from systems will support testing of digital products and services to evaluate feasibility and functionality</i>
<ul style="list-style-type: none"> <i>Task does not exist in current role</i> 	<ul style="list-style-type: none"> [NEW] Define policies for data governance to ensure data security and privacy 	<ul style="list-style-type: none"> <i>In-depth 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"> Design and lead implementation plan and roll-out of HR systems 	<ul style="list-style-type: none"> Execute technology implementation plan based on the integrated technology roadmap to meet business and talent needs Develop transformation and communication plans to implement new technology solutions / initiatives and drive adoption 	<ul style="list-style-type: none"> <i>Knowledge of Application Programming Interfaces (APIs) to support the integration of various applications and platforms</i> <i>Communication platforms and mobile applications etc. will 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"> Design feedback tools to gather inputs on effectiveness of HR processes and systems and evaluate them against requirements 	<ul style="list-style-type: none"> Explore and introduce new technologies to ensure accurate tracking on the effectiveness of HR processes and systems Analyse the business and user feedback and provide recommendations for design of high-quality user experience 	<ul style="list-style-type: none"> <i>AI and analytics embedded in the systems will provide real-time collection of targeted data on HR technology and systems performance</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"> Monitor compliance of HR systems with data and regulatory requirements 	<ul style="list-style-type: none"> [NEW] Analyse data trends and proactively identify interventions on compliance violation issues and prevent data breaches 	<ul style="list-style-type: none"> <i>AI and ML embedded within cloud-based solutions will enable real-time updates of compliance information automatically and send alerts when compliance issues are identified</i>
<ul style="list-style-type: none"> Evaluate effectiveness of HR systems and processes to identify improvement opportunities for implementation 	<ul style="list-style-type: none"> Lead continuous evaluation of technology and HR processes against the business and talent needs to enhance user experience for HR processes and systems 	<ul style="list-style-type: none"> <i>In-depth knowledge of automation tools and technology applications and user needs will enhance existing HR processes and systems</i>
Implement Demand-driven HR Analytics		
<ul style="list-style-type: none"> Liaise with business to understand and fine-tune talent analytics models based on their needs 	<ul style="list-style-type: none"> Liaise with business to define data analytics and metrics based on talent data needs as well as develop efficient data flows to support analytics [NEW] Identify and recommend visualisation tools and dashboards necessary for configurable talent data models 	<ul style="list-style-type: none"> <i>Integrated systems and data architecture will enable interlinking of data across multiple sources to provide on demand dashboards to make talent decisions</i>
<ul style="list-style-type: none"> Analyse talent data to identify risks and opportunities and prepare action plan for enhancing business and HR performance 	<ul style="list-style-type: none"> Analyse talent data to generate specific insights on risks, opportunities, and issues to support decision-making for each of the various HR functions [NEW] Lead the development of HR research models linked to business outcomes and drive analysis based on the hypothesis from initial trends 	<ul style="list-style-type: none"> <i>Advanced predictive analytics will be used to provide insights on targeted issues for 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	Implement new technologies and ensure seamless interface between existing and upcoming technologies to optimise HR processes for talent and business
Application Programming Interfaces (APIs) Design	Demonstrate understanding of routines and communication protocols of the interactions between various software components to lead integration of applications and platforms across organisation-wide systems
Data Architecture Design	Implement data architecture plans and ensure data architecture is robust and effective in supporting data needs within the organisation
Data Security and Privacy	Collaborate with experts to define requirements for data security and privacy tools and policies such as privacy-by-design to ensure compliance with regulatory requirements and prevent business and reputational risks from data breaches
User Experience / User Interface Design	Create user experience design concepts and flow charts, and collaborate with experts to drive the development of graphical user interfaces. Challenge the experts on limitations to drive best outcomes to align with the desired user experience
Product Testing	Lead testing of digital products and services to evaluate feasibility, functionality and effectiveness, and determine alignment to business and talent needs
Technology Vendor Management	Collaborate with technology vendors by leveraging technology insights and experience to provide inputs for decision making process on technology for the various HR processes
Robotic Process Automation Programming	Research and implement opportunities for automation of HR processes based on organisation and talent needs

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Future skills* for all HR managers

* 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 implementation of appropriate talent strategies based on the knowledge of business drivers, financial indicators, workforce analytics and the impact on workforce and financial performance
Data-driven Story Telling	Develop narratives from data-based insights to build a business case and influence stakeholders on talent strategies and decision making
People Analytics	Lead analysis of linkages between talent and business metrics, including intangible metrics. Guide the development of suitable predictive models based on talent agenda to enhance existing talent programmes and guide development of new talent solutions
Organisational Behaviour and Change Management	Execute organisation-level change programmes and deploy technology to implement new change management techniques to elicit desired behaviours
Agile Mindset	Implement strategies to facilitate agile ways of working by promoting collaboration and cross-functional work as well as structures and processes that are quickly adaptable to changes. Guide leaders to develop a mindset shift in talent towards a dynamic organisational culture
HR Technology Adoption	Evaluate and recommend relevant technology solutions to enhance efficiency and effectiveness across the talent lifecycle. Determine benefits of technology implementation for enhanced talent experience
Relationships and Communication	Build trust and rapport with stakeholders and implement communication plans and collaboratively work towards desired outcomes
Progressive and Inclusive Workforce Policy Implementation	Evaluate existing workforce policies and legislations, and latest trends for diverse talent groups against talent and business metrics as well as social elements (e.g. social responsibility, sustainability, D&I, etc.) to provide data-driven recommendations to the business for adoption of progressive and inclusive practices

Beyond
three years

The role will be key in **driving implementation of ongoing technology-enabled process design** and **analytics** across HR functions. The role will be proficient at **anticipating technology disruption** that would impact the organisation. The role will continue **to support the enhancement of the technology roadmap** through implementation of sophisticated technology that provides a **consumer-grade experience**.