

How will the HR function adapt, evolve and thrive?



The HR operating model will evolve, undergoing reshaping and reskilling



Thanks to automation and digitalisation, **new skills and talent** will be required



Some roles will be at risk, but **new roles** will also be created

Technology will create space for strategic work

Less time will be spent on routine/administrative tasks such as:



Payroll and benefits administration



Training coordination



Onboarding

This will **free up time** for higher value-adding work:



Future capability building



Workforce planning



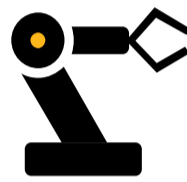
Building relationships



Complex problem solving

Roles across HR will be impacted by technology

At risk of displacement:



Roles with a focus on transactional tasks are **highly susceptible** to automation.

Action

Upskill to deliver **higher value work** and drive **talent experiences**.

Action

Embrace **technology** to deliver **strategic tasks**, and drive **business transformation**.

Augmented by technology:

Mid to senior roles will be **changed by access to high quality data**.



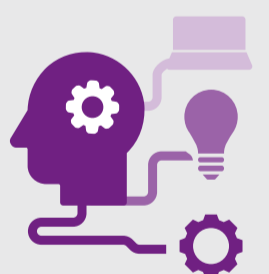
New specialist and cross-functional roles are appearing...

- HR Data Scientist
- Employee Experience Specialist
- Chief Learning Officer
- Head of Talent Enablement
- Chief Happiness Officer
- Head of Work Reinvention and Reskilling



...that require new skills

- Data-driven decision making
- Career coaching and development
- Business partnership and advisory
- Assessing future skills
- Building employee experience



HR leaders can drive transformation

- Influence investment in **HR technology** by demonstrating **productivity** and **business outcomes**
- Experiment with **technology solutions** for **seamless** service delivery

- Emphasise the **'human'** elements of **HR work**
- Elevate the **capabilities** of the **HR function**