

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Human Resource Management					
TSC	Human Resource Digitalisation					
TSC Description	Innovate human resource (HR) processes and practices through digitalisation by evaluating its impact on the delivery of HR services					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HRS-HRM-4031-1.1	HRS-HRM-5031-1.1	HRS-HRM-6031-1.1
				Identify opportunities to digitalise data, processes and practices	Design digital frameworks and processes to facilitate the creation of an innovative business environment	Inspire a culture of digital innovation within the organisation
Knowledge				<ul style="list-style-type: none"> • New and innovative operating models deployed in the industry • Concept and principles of digitisation and digitalisation • Pros and cons of digitised data • Pros and cons of digitalised processes • Legal, ethical and security issues related to implementation of digitalisation 	<ul style="list-style-type: none"> • Current and emerging digital technologies and processes in the human resource (HR) field • Organisation's operating context, business priorities, domain and environment • Application of digitisation to the business • Techniques of business process re-design • Best practices in implementation process of digitalisation • Success factors for implementation of digitalisation 	<ul style="list-style-type: none"> • New and emerging trends in digitisation and business innovation strategies • Business implications of introducing digitalisation • Key business performance indicators in relation to process innovation and changes • Best practices and techniques in organisation culture change and transformation

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<p>Abilities</p>				<ul style="list-style-type: none"> • Compare current operating models for the human resource (HR) function with other models in the industry • Analyse potential opportunities for digitalisation to be introduced within the organisation • Identify ways which digitisation of data can be applied to the business • Conduct feasibility analyses to weigh the costs-benefits of digitalising processes and data • Implement digital storage and processes in line with defined action plans 	<ul style="list-style-type: none"> • Evaluate digitalisation opportunities for viability, applicability to the organisation and compatibility with HR objectives • Design digital frameworks to structure the application of digital technologies to HR operations • Re-design HR operating processes to incorporate digital processes and technologies • Develop action plans to implement the digital technologies and practices for HR activities • Review effectiveness of digitalised processes • Recommend steps to improve the integration of digital technologies and processes within the HR function 	<ul style="list-style-type: none"> • Cultivate a mind-set of digital innovation within and beyond the organisation • Determine strategies to leverage on business opportunities for human resource (HR) digitalisation • Establish strategies to monitor and evaluate performance of current systems and processes • Approve recommendations on HR operations for digitalisation • Inspire business process transformation through HR digitalisation • Establish objectives, measures and communication plans to guide implementation of digitalised processes
-------------------------	--	--	--	---	--	--