

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

TSC Category	General Human Resource Management					
TSC	Technology Integration					
TSC Description	Integrate new and emerging technology products, services and developments to enhance human resource (HR) operations and service delivery					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HRS-HRM-3037-1.1	HRS-HRM-4037-1.1	HRS-HRM-5037-1.1	HRS-HRM-6037-1.1
			Conduct review on new and emerging technologies to support the human resource (HR) operations under guidance	Evaluate new and emerging technologies and trends against human resource (HR) needs	Lead the review, integration and evaluation of new and emerging human resource (HR) technologies	Spearhead human resource (HR) technology strategies and norms to leverage new and emerging technologies and trends to propel the HR function
Knowledge			<ul style="list-style-type: none"> Fields and industries that are adjacent to HR Market scanning and research techniques for emerging technologies New HR technologies and information technology (IT) products and services in the market Typical HR operations process flows 	<ul style="list-style-type: none"> Current industry and technology information sources Types of hardware and software products used in the HR field Emerging trends in technological products and services in the HR space Cost-benefit analysis and evaluation methods for assessing new technologies Business process flows and interdependencies 	<ul style="list-style-type: none"> Industry standards of technology excellence Key sources of information on new technologies in HR Risk analysis of HR technologies, and implications on legal, ethical or security dimensions of the business Current and future impact analysis 	<ul style="list-style-type: none"> Global standards of technology excellence Components of HR technology strategies and processes Impact of new and emerging technology trends on HR technology and organisational needs Future HR technology needs Trends and developments in adjacent industries Potential impact and disruptions to process norms in the HR field Strategic partnership and alliance development

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<p>Abilities</p>			<ul style="list-style-type: none"> • Conduct research on new technologies • Analyse relevance of technologies or IT processes in use and under development in related fields • Assess potential of emerging technologies to address challenges or enhance processes within HR • Identify processes that will be improved by the application of new and emerging technologies and approaches • Propose recommendations and options of technology solutions that offer HR process improvement 	<ul style="list-style-type: none"> • Direct the identification and evaluation of new and emerging technologies, techniques and models • Decipher impact of new and emerging technologies on HR operations • Establish internal processes and guidelines to facilitate the research on and evaluation of new technologies • Establish organisational need and selection criteria for new technologies • Evaluate the viability of incorporating new and emerging technologies in the organisation's HR context • Assess costs and benefits of adopting HR technology solutions • Manage collaborations with external partners to gain access to and explore emerging technologies 	<ul style="list-style-type: none"> • Monitor the market to keep abreast of new technologies that will impact HR operations • Evaluate emerging technologies against the existing business needs and infrastructure • Predict impact of introducing new HR technologies • Review market research and validate the new technologies against HR needs • Provide recommendations with rationales for the outcomes of the evaluations • Communicate with external partners to obtain and explore emerging technologies 	<ul style="list-style-type: none"> • Lead the analysis of internal and external trends to identify HR technology needs of the organisation • Decipher the impact of emerging technologies on the HR field • Develop HR technology strategies in alignment with business strategies • Engage senior key stakeholders to gain their buy-in on HR technology strategies • Establish guidelines for the evaluation and incorporation of emerging HR technologies • Articulate the business considerations and parameters related to the adoption of new technologies • Synthesise different emerging technologies and trends into initiatives that propel the growth of the HR department • Build strategic partnerships with organisations and suppliers to optimise access to new and emerging HR technologies • Create thought leadership around emerging technologies and their impact on HR
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