

Roles within the 90-Day HR Digitalization Implementation Roadmap

Actor / Role	Relationship to the Model	Key Responsibilities	Why This Role Is Critical
HR Leadership (HR Director / Head of HR)	Owner of the model	Holds overall responsibility for the HR digitalisation concept, sets priorities, approves the roadmap and ensures alignment with HR strategy.	Without clear ownership, digitalisation remains fragmented and operational. HR leadership provides direction, accountability and legitimacy.
Executive Leadership (Top Management)	Strategic sponsor	Provides mandate, resources and cross-organisational support; ensures alignment between HR digitalisation and business strategy.	HR digital transformation requires decisions and support beyond HR. Without executive sponsorship, scaling and behavioural change are not achievable.
Strategic Alliance (HR – IT – Business – Compliance)	Steering alliance	Coordinates decisions related to processes, technologies, data, security and change management across functions.	HR digitalisation is a cross-functional transformation. The strategic alliance ensures solutions are feasible, secure and accepted across the organisation.
HR Team / HR Professionals	Primary users of the model	Apply the model in daily practice, design and optimise HR processes, work with data and digital tools.	The model must be usable in practice. HR teams are essential for adoption, data quality and long-term sustainability.

Line Managers	Co-users	Use digital HR tools (self-service, workflows) and participate in people-related decision-making.	Without manager engagement, digital HR becomes an administrative tool rather than a support for people leadership.
Employees	Beneficiaries	Use HR services, self-service tools and digital communication channels.	Improving employee experience is a core objective of the model. Low employee adoption undermines return on investment.
Data Protection / Compliance (DPO, Legal)	Governance and compliance owner	Ensures personal data protection, GDPR compliance and ethical use of automation and AI.	Without governance, legal, reputational and ethical risks increase significantly.
Change & Capability Leads (HR / L&D)	Adoption enablers	Manage communication, training and development of digital and data-related capabilities.	Technology alone does not create value; adoption depends on skills, understanding and behaviour change.