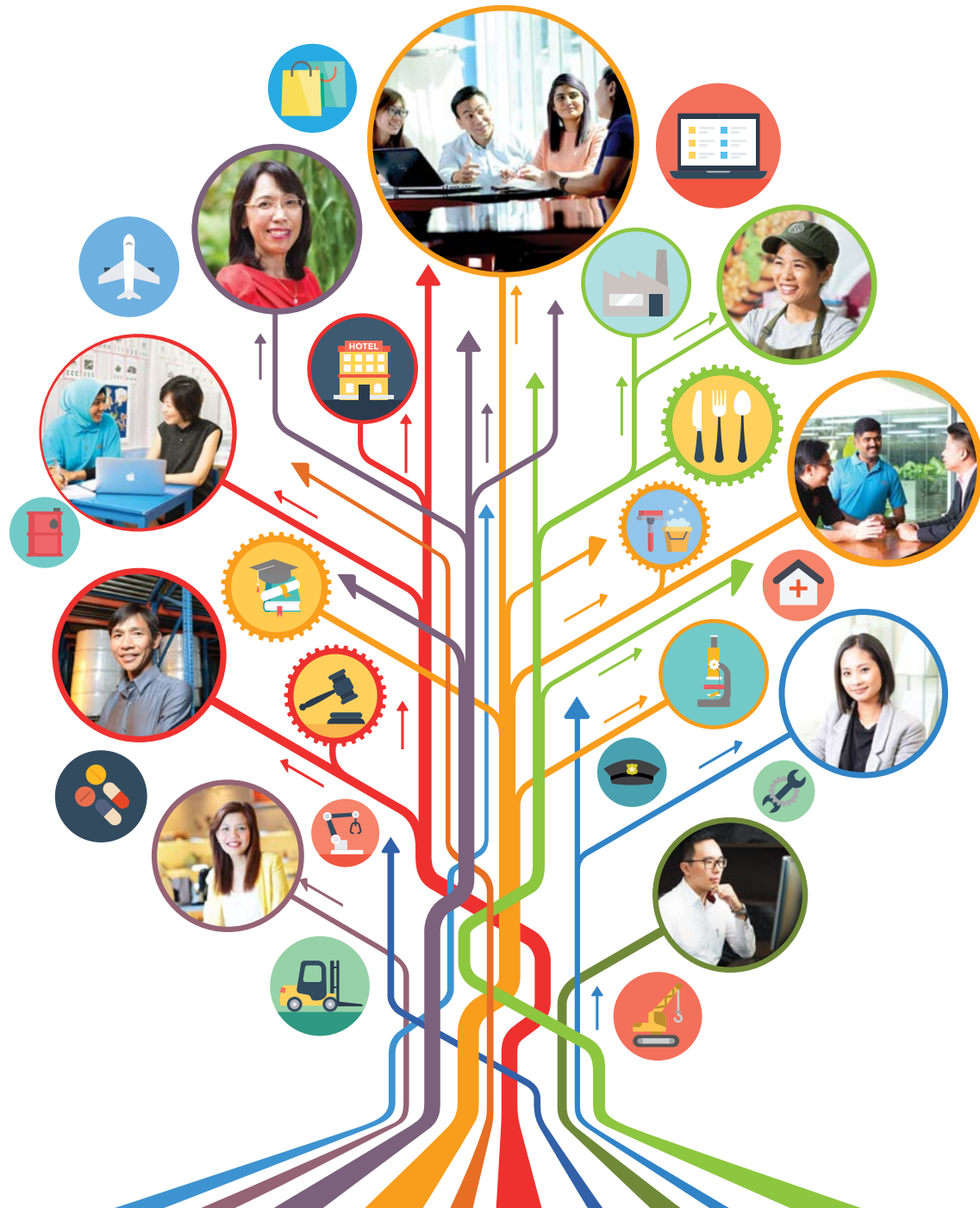


HR INDUSTRY MANPOWER PLAN

MAXIMISING HUMAN CAPITAL
POWERING BUSINESS SUCCESS





Mrs Josephine Teo

Minister, Prime Minister's Office
Second Minister for Manpower
Second Minister for Home Affairs



There is great urgency for Singapore to uplift our HR industry. We have entered into a phase of economic development where industry disruption is pervasive and businesses are constantly challenged to transform themselves. It is therefore critical that our people adapt, acquire new skills and move into new roles.

In this new phase, the key mission of HR professionals is to help people adapt to industry disruption and business transformation. The foundations of our HR industry are strong, but we need new tools and capabilities to be effective.

The HR Industry Manpower Plan charts our multi-pronged approach to strengthen the HR profession and HR services sector in Singapore. It is a tripartite effort that will position the HR industry as a strategic enabler of our future economy.



FOREWORD

Singapore’s economy and workforce are undergoing a significant transformation. Constrained by our low birth rates and rapidly ageing population, local workforce growth will slow down from 2% to 4% in the past to just 1% in the future. To maintain a Singaporean Core, foreign workforce growth will be similarly constrained. We need to evolve into a manpower-lean economy to sustain growth. It is imperative that we continue to nurture and develop our human capital in grooming a productive and future-ready workforce.

The HR profession is a key enabler of this shift towards a manpower-lean economy and development of our human capital. HR professionals need to support business transformation with appropriate structure, culture and capabilities. HR professionals need to encourage companies to adopt progressive people practices to attract, develop and retain talent, as well as work with the Labour Movement to facilitate harmonious labour-management relations. As a horizontal sector, HR underpins all the Industry Transformation Maps (ITMs).

The HR Industry Manpower Plan is a response to this challenge by the tripartite partners and industry stakeholders to provide a clear roadmap for transforming the HR sector through three key thrusts:

Thrust 1: Strengthening capabilities of the HR profession

Thrust 2: Enhancing HR support for employers

Thrust 3: Nurturing a vibrant HR services sector and HR ecosystem

The HR Industry Manpower Plan benefits all stakeholders. **HR professionals** will have more opportunities to deepen their skills, develop their careers and bring greater value to their organisations in driving human capital development. **Employers** can tap on the enhanced support from tripartite partners to transform their HR capabilities and develop a future-ready workforce. **HR industry players** can look forward to new areas for collaboration and partnerships to improve their HR service offerings. Finally, **our working people** will benefit from better careers and development opportunities in a progressive and fair work environment.

This plan reflects the tripartite partners’ and stakeholders’ collaborative efforts and commitment to strengthen the HR sector and to develop human capital. We invite you to join us in realising the HR Industry Manpower Plan and supporting the next phase of our human capital development journey.

Co-Chairpersons of the HR Sectoral Tripartite Committee



Mr Kok Ping Soon
Deputy Secretary (Development)
Ministry of Manpower



Ms Aileen Tan
Group Chief Human Resources Officer
Singtel

Supporting Partners



Ms Mary Liew
President
National Trades
Union Congress



Dr Robert Yap
President
Singapore National
Employers Federation



Mr Ng Cher Pong
Chief Executive
SkillsFuture Singapore



Mr Tan Choon Shian
Chief Executive
Workforce Singapore

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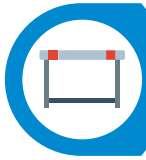
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NEXT GENERATION HR LEADERS LOOK AHEAD

HR SECTORAL TRIPARTITE COMMITTEE



HR IN THE FRONTLINE



BUSINESS CHALLENGES IN A MANPOWER-LEAN ECONOMY

Globalisation and automation, combined with the rise of digital workplaces and mobile workforces, are changing the way businesses function and compete. With low birth rates and an ageing population, our local manpower growth is expected to slow substantially in the coming years.

To remain competitive and relevant to the world, our people and businesses need to be ready to address the challenges and leverage the many opportunities that the new environment offers. Our workers have to adapt, by acquiring and developing deep skills and capabilities to create value and grow in their careers. Our businesses also need to transform to be innovative and more productive, with deeper knowledge of regional and global markets so as to grow and scale up.

In a manpower-lean economy, employers need to value and invest in their people, their human capital, so as to unlock their full potential. The knowledge and skills to create economic value reside in our human capital. When valued and developed through progressive people practices, our human capital can help power business transformation and sustained competitiveness.

The HR industry is a key enabler of strong human capital outcomes that support businesses and Singapore's economic transformation. It underpins the efforts of the Industry Transformation Maps (ITMs) to grow competitive and resilient companies in the 23 vertical sectors. Hence, the HR Sectoral Tripartite Committee was formed in late 2015 to take stock of the HR industry and to develop strategies to strengthen it.



With low birth rates and an ageing population, our local manpower growth is expected to slow substantially in the coming years.



The HR industry is a key enabler of strong human capital outcomes that support businesses and Singapore's economic transformation.



HR INDUSTRY IN SINGAPORE

STRENGTHENING THE HR PROFESSION

There are approximately 43,000 HR professionals¹ in Singapore. Growth in HR jobs has been strong, registering about 9% per annum from 2011 to 2015, with HR managers and associate professionals constituting the majority of HR jobs. Wages of full-time resident HR professionals also continue to grow, with HR managers earning a median gross wage of \$6,900² in June 2015.

A HR Manpower Study commissioned by Workforce Singapore (formerly the Singapore Workforce Development Agency), which surveyed more than 800 companies in Singapore, revealed that many HR teams were relatively competent in performing HR management functions. However, many were pre-occupied with performing predominantly transactional tasks such as recruiting to fill vacant positions and ensuring timely payment of salaries.

While these are necessary HR operations, the study revealed that business and HR leaders demand future-ready HR outfits that are more strategic rather than administrative. To meet the emerging and evolving demands of businesses and the workforce, it is imperative for HR professionals to be more skilful in business partnering and providing solutions to strengthen human capital in line with changes in our employment landscape. There should also be smart use of technology in HR operations to support both the businesses and their employees. The study also

indicated that HR's value-add is in areas such as collaborating with senior management on people strategy, ensuring succession planning for key positions and managing employee relations and engagement.

BUILDING A FUTURE-READY HR SERVICES SECTOR

There are more than 2,300 HR services firms providing HR consultancy, HR outsourcing, HR information systems, as well as recruitment and executive search services. Together, they generated about \$3.8 billion in operating receipts in 2015, with a value added of about \$2.4 billion.

As we strengthen the HR profession to support Singapore's economic transformation, there is also a corresponding need to build a future-ready HR services sector to support human capital development efforts in organisations. For example, HR shared services firms can play a key role in helping to relieve HR professionals of more administrative and transactional tasks, allowing them to focus on more strategic and HR development activities such as workforce planning and talent development. HR consultancy firms can also help guide HR professionals and business leaders to put in place systems and processes that better support learning and development, and employee engagement. As service providers, it is important for companies in the HR services sector to also build up capabilities and leverage technology to strengthen the quality and competitiveness of their offerings.

¹ Source: Comprehensive Labour Force Survey, Manpower Research & Statistics Department, MOM

² Source: Occupational Wage Survey, Manpower Research & Statistics Department, MOM



A FUTURE-READY HR

Future-ready HR professionals are strategic business partners and enablers of human capital development. HR professionals hire, retain, reward and develop talent to be value creators for their organisations. By strategically partnering business leaders and line managers, HR plays a key role in enabling human capital development that supports business success and contributes to the next phase of Singapore's growth.

HR ACQUIRES TALENT TO SUPPORT BUSINESS GOALS

- Creates a structured system to attract and manage talent
- Uses skills-based hiring and work trials to better identify job applicants with relevant skills and competencies
- Compensates and rewards people appropriately, in line with their job roles and contributions



HR DEVELOPS PEOPLE TO THEIR FULL POTENTIAL

- Supports real-time, all-the-time learning that develops the skills and capabilities of the workforce
- Designs structured talent management programmes that expose employees to different job functions, locally as well as overseas
- Develops mentorship and training programmes to support the transfer of international best practices and technical skills from foreign experts to local teams



HR CURATES EMPLOYEE EXPERIENCES TO MAXIMISE PERFORMANCE

- Imparts corporate values and energises individuals to work together as a team
- Develops strategies to build a stable, high-performance team that delivers positive results
- Spearheads progressive workplace practices that support the needs of different workforce segments, and minimises the need to rehire and retrain talent

HR PLANS FOR FUTURE BUSINESS SUCCESS

- Partners the CEO and other business leaders in developing workforce management and development strategies that support business transformation and future growth
- Formulates talent strategies to support the successful execution of major business decisions
- Guides decision-makers on the human capital aspects of crisis management, change management, business sustainability, geographical expansion and other strategic challenges



Realising A Vision that Enables Employee Development

Innovation and entrepreneurship have been key in driving business growth for Essilor, the French multinational optical lens manufacturer who employs 55,000 people and whose products reach 7.2 billion people worldwide. But the focus of its innovation has evolved, and so has its people policies.

In order to create a pipeline of new eye care products, the company is strengthening its consumer-centric approach. Essilor's innovators now study factors which influence consumers' purchasing decisions. These could go down to the nitty-gritty such as understanding consumers' preference for hassle-free eye care when travelling and even which electronic devices consumers use that may require additional protection for their eyes.

"As we move from product-centred to consumer-centred innovation, HR plays an important role in organising and enabling the entire workforce to deliver performance, results and value," says Serene Wong, Head of Human Resources for Essilor Group in Asia Pacific, Middle East, Russia and Africa.

She adds: "We believe that to maintain market leadership, our talents need to like working with structure, while being adaptive and flexible. They need to enjoy innovation and creativity and have the resilience and capacity to manage ambiguity, uncertainty and complexities."

Best Practices

- Adopt a structured career and development model that provides various opportunities for employees to learn and grow
- Develop tailored career paths for individual employees, based on personal aspirations and strengths
- Involve employees in corporate decision-making

To empower the people to continuously innovate, reinvent and adapt, Essilor adopts an Individual Career and Development model that applies a 70-20-10 rule. This means that 70% of talent development is achieved through working on challenging job assignments and projects, while 20% is devoted to learning within job communities and internal and external networks of peers, practitioners, coaches and mentors across the globe. The remaining 10% comprises more formal learning delivered through

Essilor-U, an in-house online platform, as well as a wide range of corporate leadership development programmes targeted at developing management fundamentals, individual leadership competencies, strategic development and complexity management skills.

Employees have also been empowered to take part in corporate decision-making at the highest levels. All employees can become shareholders of the company and join the Valoptec Association, an independent body of current and retired shareholding employees, which has a significant influence over management decisions that shape the company's strategies and its human and social policies.

"The Valoptec Association is a unique platform that enables employees to be part of the governance and dialogue to shape Essilor's future," Serene explains. "It has contributed to building a strong sense of employee belonging and ownership in the company. This is evident in our low turnover rate of less than 10% and the very long average tenure of at least 15 years."

To accelerate the building of talent pipeline to support its growth, Essilor has a global young talent development programme to select and develop emerging talents for substantial roles in business and functional management. The inaugural two-year programme recruited nine young graduates from Singapore, who joined 24 other recruits from the region for intensive development and coaching in various countries. The programme aims to prepare these promising recruits for deployment in general management and transversal roles in small business units or support functions around the region.

Benefits and Outcomes

- Talent groomed to fit business needs and address market challenges
- Strong sense of belonging and ownership; low turnover rate and long average tenure
- Talent pipeline for business and functional management roles



"We want to create a culture that inspires, motivates and retains talent. One size does not fit all as every individual moulds his or her career path according to personal aspirations and strengths."

Serene Wong
Head of Human Resources (Asia Pacific, Middle East, Russia and Africa),
Essilor Group



Shaun together with the recruitment ambassadors

Happy Staff Build Employer Branding

One measure of employee job satisfaction is their willingness to convince others to join the company. This is evident at Commonwealth Capital, where a sound human capital approach has engaged and motivated employees who are now happy to become the company's recruitment ambassadors.



Best Practices

- Hire for skills and relevant experiences
- Implement progressive people practices, including employee engagement activities, to help employees be effective recruitment ambassadors

The Singapore-based investment company with stakes in familiar home-grown brands such as PastaMania, Swissbake, The Soup Spoon and Udders Ice Cream – holds a National Hiring Day yearly to complement other conventional recruitment channels. On that day, employees take to the streets handing out recruitment brochures and encouraging members of the public to consider careers at Commonwealth Capital.

One exercise can bring in as many as 40 suitable local recruits to begin work immediately. Going even further, employees are encouraged to carry 'career cards' and hand them out to people whom they consider as good candidates to join the Commonwealth Capital family.

According to Shaun Ee, Head of Group Human Resources, the company focuses on finding, growing and keeping good people for the future. When scouting for fresh talent, Commonwealth Capital is

“A happy team proudly serves, proudly provides great service and proudly recruits others to join. If a staff member feels engaged, he will stay and add value to the business. If he feels treasured, he starts developing his team. It’s a whole cycle.”



Shaun Ee
Head, Group Human Resources,
Commonwealth Capital

progressive in practising skills-based hiring, where a candidate’s skills and experience take priority over educational qualifications. Once a new hire joins, a buddy system is practised from day one to ensure that he or she feels welcomed and engaged. The company’s succession pipeline and promotion framework then ensures that leaders are groomed from within, trained and developed to be moved upwards or even between business lines.

“We are looking at a finite workforce; it is up to us to develop the people we have today to take us to the next level,” Shaun explains. “When people move up, they feel a sense of achievement and progress and are more likely to stay.”

However, developing the career of every employee is no walk in the park for the 12 members in Shaun’s HR team who support 1,200 employees spread out over the food logistics and production businesses, and more than 50 retail points throughout the country. As a starting point, the HR team maximised its efficiency by consolidating services, such as payroll and recruitment, utilised by different business lines across the entire group onto common platforms. Then at the strategic level, the team aligns the people approach to meet business priorities.

Recognising that each business line and staff group under Commonwealth Capital’s diverse portfolio have their own unique challenges and differentiated HR needs, the team dedicates one HR business partner to support each business line closely. This ensures that people strategies are highly customised and effective.

“Our HR business partners are constantly engaged with their respective business leaders about the impact of people on business results,” Shaun describes. “They work strategically with the business leaders to determine the actual cost of labour and develop staffing plans that optimise schedules through peaks and troughs. They walk the ground, speaking to people and understanding their needs.”

Through this close alignment, the company was able to redesign jobs and raise productivity. In addition to achieving a lower turnover and a more stable and productive workforce to drive future business growth, the HR team has seen an improvement in its credibility as a value-adding business partner in the past two years.

Looking ahead, Shaun feels that it is important to focus on internal engagement activities so that employees feel more connected and possess a greater sense of belonging to the company.

Benefits and Outcomes

- Exponential reach to potential new hires with the right skills and experiences
- More stable and productive teams to drive business growth
- Close alignment of people strategies with business strategies
- Improved credibility of HR team



Refreshing Its People Focus

Operating in a manpower-lean environment, local manufacturer Freshening Industries decided that an investment in its human capital was crucial to its future expansion. The leading producer of wet wipes had been in business for 20 years when the management stepped up its efforts to lay the foundation to enhance productivity, improve staff retention rates and build a local talent pipeline.

Best Practices

- Access SPRING Singapore's HR resources for SMEs, including the HR Diagnostic Tool that helps assess your company's state of HR maturity and identifies HR gaps
- Build a culture where employees are engaged and empowered to take charge of their career development and work processes

"A strong focus on HR is crucial in this business environment when we consider that 70% of our operating expense is in manpower cost," says Jonathan Phoon, Executive Director of Freshening Industries. "As we do not have a hire-and-fire culture, we need to ensure that we bring the right people in and upgrade them in line with business growth."

Utilising the HR Diagnostic Tool administered by SPRING Singapore, the management took an objective look at how well it had been managing its 100 employees. Realising that more could be done for its human capital, it engaged an external

business consultant and employed a dedicated HR Assistant Director to signal its commitment to people development. These specialists guided the management in addressing the areas for improvement identified by the HR Diagnostic Tool.

As a result, Freshening Industries rolled out a new automated payroll system to reduce the payroll generation process from two days to half a day. The system interfaces with the time management system, which captures shifts worked, to calculate the amount payable to each employee accurately. It also provides data for the analysis of human capital performance by department and ensures compliance with the latest manpower regulations. The company also replaced its ad-hoc training and development with a structured programme. A competency matrix now maps out the soft and hard skills required of each employee so that HR can better identify appropriate training courses or on-the-job programmes to bridge the competency gap.

In addition, the performance appraisal system was refined to improve employee motivation and retention. What used to be a one-way process was replaced with a two-way review system, with employees conducting self-evaluations and identifying areas they would like to grow into and training programmes that could help them. The performance appraisal is now conducted twice-yearly to allow for more frequent feedback and for training opportunities to be implemented sooner.

In fact, two-way communication has always been part of the corporate culture at Freshening Industries, where management actively listens to employees' feedback and constructive suggestions. Using this collaborative approach, the company was also able to redesign job scopes and roll out the Automated Paper Withdrawal Systems (APWS) smoothly in 2014.

From an idea first mooted by a production worker during his appraisal discussion, the company developed the APWS, which led to a 50% increase in usable space, a 30% reduction in staff needed

in each shift and a safer work environment. The employees who used to carry and unload raw materials were engaged throughout the implementation process, and underwent reskilling to take on upgraded roles of operating high-speed machinery.

For many years, staff retention levels remained consistent at Freshening Industries. But with this added focus on growing and engaging its employees, the company improved its staff retention rates by more than 20% in 2016 over the previous year. The management also continues to collaborate with institutes of higher learning to recruit and groom promising talent and interns, to ensure a steady pipeline of human capital to support long-term business growth.

"To support our HR goals, it's important to build a culture where people are engaged and empowered to offer constructive feedback on their own work spaces as well as their career development. It's a winning formula as they can build rewarding lifelong careers, and we can have a productive, motivated and responsible team to take the company forward."

Jonathan Phoon
Executive Director,
Freshening Industries Pte Ltd

Benefits and Outcomes

- Structured training and development to upskill staff for business growth
- Two-way performance appraisal system to motivate staff
- Development of automated systems to improve productivity
- More than 20% improvement in staff retention



"The investment into our people will directly impact their ability and desire to contribute to our business in the long term."

Melissa Cowden
Business Owner,
BibiNogs



Business owners Melissa Cowden (left) and Lee Yee Ping

Director of BibiNogs, Joyce Lim together with Anisa bte S Shagihan



New Blueprints For Growth

High standards of teaching, service and hygiene can differentiate one pre-school from another in the eyes of parents with young children. This was evident to Melissa Cowden and Lee Yee Ping, the owners of BibiNogs specialist bilingual and Chinese language pre-school, which has been offering pre-nursery, nursery, kindergarten and enrichment programmes to toddlers and infants since 2010.

Best Practices

- Put in place a structured on-the-job training for new employees
- Develop comprehensive training blueprints on business functions and operations

“As we grow, the structured set of policies and training procedures will allow us to build on our BibiNogs reputation in every outlet.”

Lee Yee Ping
Business Owner,
BibiNogs

Benefits and Outcomes

- Shorter time to familiarise new employees to their job roles
- New employees are well-equipped to do their work
- Alignment of training content to corporate values
- Consistent brand experience

However, it was difficult to deliver consistent standards as on-the-job training methods varied depending on which senior staff member the new recruit was understudying. Realising that they needed a structured training programme to support future business growth, Melissa and Yee Ping decided to develop a set of on-the-job training blueprints in late 2014.

Melissa, who has a HR degree and had several years of HR work experience prior to taking over BibiNogs in 2013, appreciated that an investment in structured training for employees would enhance productivity and service quality.

She said: “We are a small company, and the quality of our service can only be maintained if we have established a high standard of training practices. The investment into our people will directly impact their ability and desire to contribute to our business in the long term.”

With the support of the Training and Curriculum Development and Alignment Grant under WSG’s Enterprise Training Support Scheme, they developed 13 training blueprints that provided training content ranging from how to manage school visits and excursions to how to plan lessons and maintain hygiene. The blueprints also covered how to handle parent-teacher conferences and provide parents with

progress reports on their children, among many other administrative and educational aspects of the business.

By 2015, the blueprints were used for training all new recruits, arming them with the knowledge to deliver a consistent BibiNogs-branded experience to all children and parents.

Anisa bte S Shagihan is one BibiNogs teacher who benefitted from such training. When she joined as a teacher in 2016, BibiNogs director Joyce Lim, who was her assigned trainer, was able to use the blueprints to help her settle in to her job quickly. Not only did Anisa understand her roles and responsibilities, she was also able to acclimatise seamlessly to the team’s culture.

“The training process was smooth and systematic,” said Anisa. “Within a month, I was familiar with all the relevant procedures and practices to feel confident on the job.”

The management team also found that the development process of the blueprints provided a valuable learning experience as it made them review their practices in a methodical manner. As Melissa and Yee Ping broke down routines into smaller tasks, they were able to identify inconsistencies, correct redundancies and apply best practices to improve productivity. They were also able to align their values to the training content.



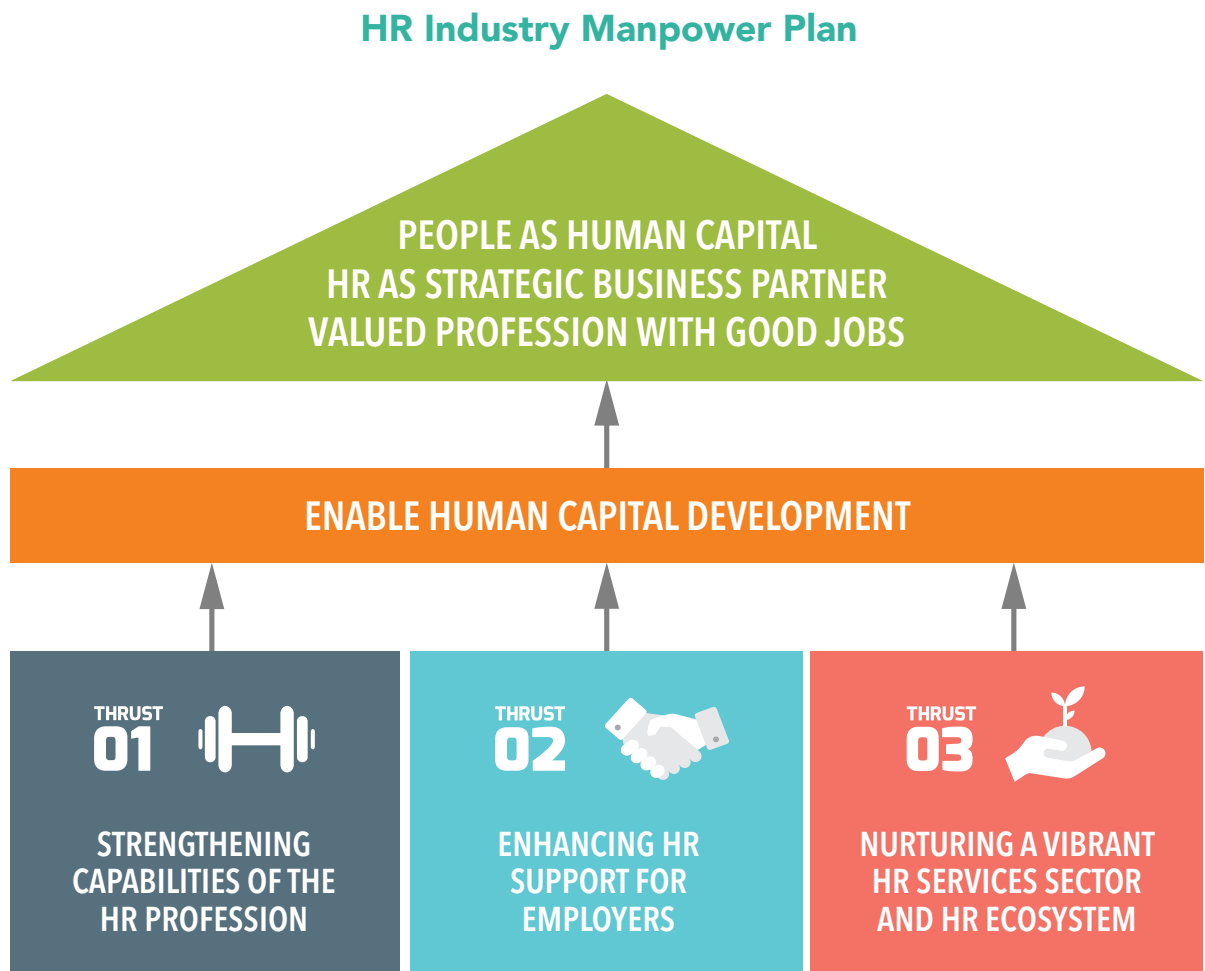
HR INDUSTRY MANPOWER PLAN

THE WAY AHEAD

The HR Sectoral Tripartite Committee was set up in late 2015 to develop the HR Industry Manpower Plan. It comprises representatives from the tripartite partners, industry, HR bodies and associations, and academia (see page 46 for more details on the Committee’s composition).

The HR Industry Manpower Plan articulates the vision for the HR industry as being (i) a valued profession with good jobs, (ii) a strategic business partner in organisations, and (iii) an enabler to develop our people as human capital.

The strategies to achieve this vision have been developed along three key thrusts.





THRUST
01

STRENGTHENING CAPABILITIES OF THE HR PROFESSION

There are approximately 43,000 HR professionals in Singapore and about 700 individuals pursuing HR-related courses in our Institutes of Higher Learning (IHLs) today. The HR Industry Manpower Plan seeks to equip HR professionals with the relevant skills, competencies and mindset to be strategic business partners to CEOs and business leaders in enabling human capital development in their organisations.

INDUSTRY-RELEVANT EXPERIENCES AND SUPPORT FOR HR STUDENTS

To strengthen the HR talent pipeline, students pursuing HR programmes at IHLs will get more opportunities to enrich their learning and understanding of real-life HR challenges. HR-related work exposure during the course of their studies will help them become more effective HR professionals when they join the workforce.

- Existing **HR internship programmes** available to HR students in the polytechnics and ITEs have been enhanced to include assigned mentors from participating companies. As part of the internship, both participating companies and students are required to commit to defined learning outcomes, ensuring beneficial outcomes for all.
- The new **SkillsFuture Earn and Learn Programmes (ELP) for HR** was launched in May 2017 to provide fresh HR graduates from the polytechnics and ITEs a head-start in their HR careers. ELP participants are matched to HR jobs and undergo structured training and mentorship to allow them to deepen their HR skills and knowledge at the workplace. They benefit from a well-structured career development pathway in line with the company's talent development plan. For participating employers, the ELP enables them to recruit fresh local talent and groom them to meet the needs of their organisations.

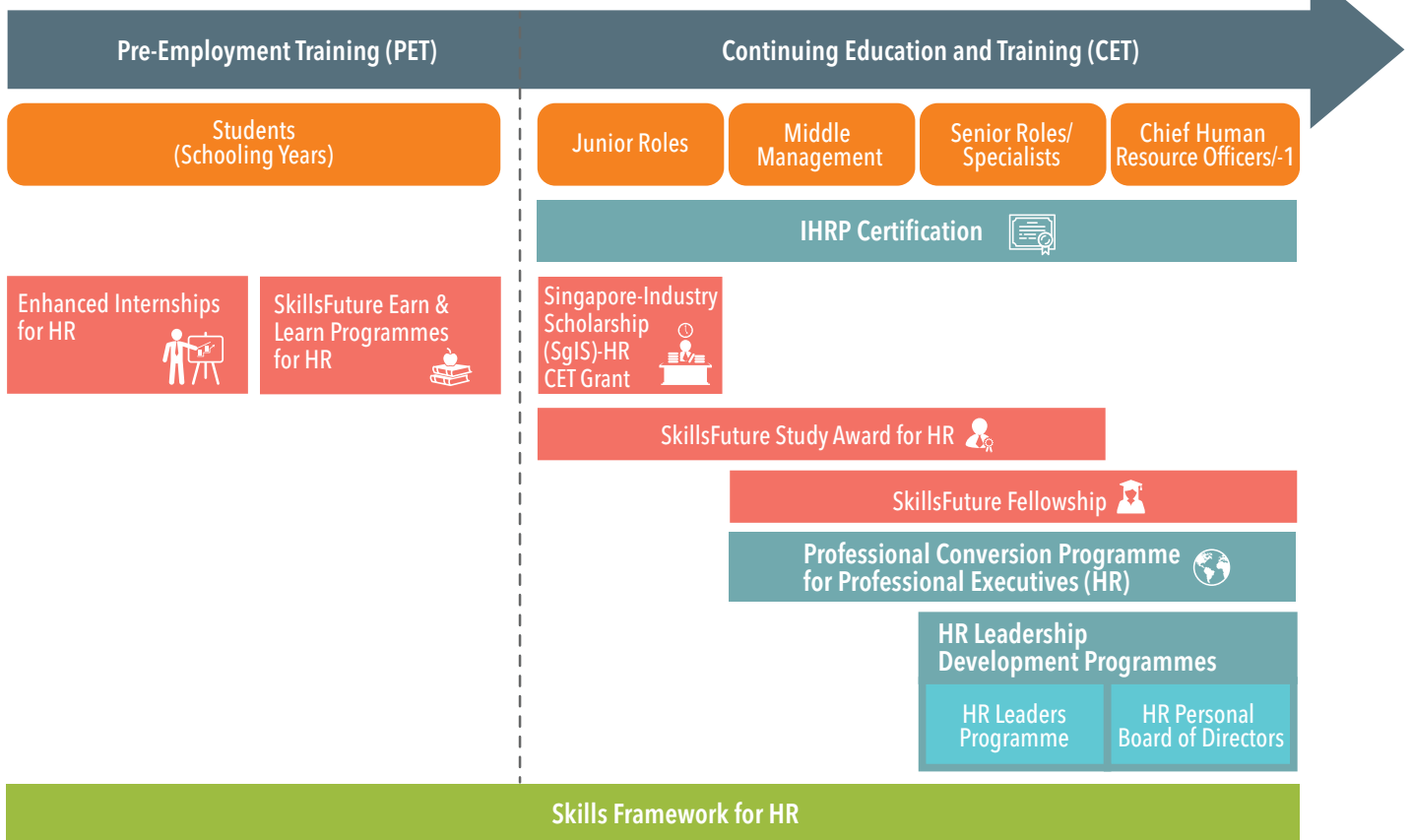
DEEP SKILLING AND CAREER DEVELOPMENT FOR HR PROFESSIONALS

CEOs and business leaders are increasingly looking to HR to put in place strong people practices that support wider business outcomes. It is imperative for HR professionals to continuously update and deepen their skills to be effective strategic business partners. More support will be provided to HR professionals across all levels to pursue deep skilling. Mid-career professionals looking to join the HR profession will also be supported through mid-career conversion programmes.

- The **Singapore-Industry Scholarship (SgIS)-HR Continuing Education and Training Grant** is available for SgIS scholars pursuing their full-time undergraduate studies at participating universities and enrolled in a HR specialisation or degree. Eligible SgIS scholars can apply for a grant of up to \$10,000 to continue deepening their HR expertise after graduation.
- Early and mid-career HR professionals can apply for the **SkillsFuture Study Award for HR** to pursue relevant HR courses that support deep skilling. Launched in June 2017, the programme offers up to 50 study awards of \$5,000 each annually.

- For mid-career PMETs, the **Professional Conversion Programme for Professional Executives (HR)** equips them with the necessary competencies to take up roles in HR management across various sectors. Launched in February 2017, the programme sees participants going through three to six months of classroom training and structured on-the-job training at the hiring company. Launched in end 2016, the **SkillsFuture Fellowship** recognises Singapore Citizens who have acquired deep skills through significant work experience in particular industries or job functions such as HR. Award recipients will each receive a monetary award of \$10,000 to support their journey towards skills mastery in their field.
- For senior HR professionals, the **HR Leaders Programme** was launched in 2016 by the Human Capital Leadership Institute (HCLI) to provide a platform for senior HR leaders to gain insights on business issues and have discussions on human capital challenges with thought leaders, CEOs and HR industry champions. HCLI also curates the **HR Personal Board of Directors** as an exclusive platform for small groups of senior HR leaders across different sectors to have confidential and candid conversations on leadership, human capital development strategies and navigating the current business environment in Asia.

Key initiatives to strengthen capabilities of the HR profession



IHRP CERTIFICATION AS THE BENCHMARK FOR FUTURE-READY HR PROFESSIONALS

A tripartite taskforce was set up in 2015 to develop a national HR professional certification framework to be the benchmark for HR excellence in Singapore and allow HR professionals to be recognised for their competencies and skills. More than 500 HR practitioners and business leaders from a wide range of organisations were consulted and involved in the development of the framework.

Following a successful pilot run, the national HR professional certification was launched in 2017. It is administered by the Institute for Human Resource Professionals (IHRP), and now known as the IHRP Certification.

HR professionals can benchmark themselves against the IHRP Body of Competencies, a well-defined, future-oriented set of foundational and functional competencies, as well as desired mindsets and behaviours. In doing so, they would be equipped with the requisite skills to effectively enable human capital development and deliver positive business impact for their organisations.

Through a holistic and rigorous assessment process, the IHRP Certification qualifies HR professionals at three levels according to the depth of their skills and knowledge, namely IHRP Certified Professional, IHRP Senior Professional and IHRP Master Professional. HR professionals are thus provided with a career development path, from one certification level to another, with a detailed articulation of the competencies and continuous learning required for each progression to the top.

IHRP Certification



SKILLS FRAMEWORK FOR HR

With the launch of the HR Industry Manpower Plan and the introduction of new initiatives to strengthen the profession, there is a need to ensure that key information on the HR industry, job scopes and career pathways for different HR occupations, is readily available.

Similar to the Skills Frameworks being developed for other sectors' Industry Transformation Maps (ITMs), a Skills Framework (SF) for HR will be jointly developed by SkillsFuture Singapore, Workforce Singapore, Ministry of Manpower and Institute for Human Resource Professionals, in close consultation with employers, education and training providers, unions and other stakeholders. It is expected to be launched by 2018.

The SF for HR will include the IHRP Body of Competencies, as well as link up with PET and CET programmes, so that all stakeholders have a common reference point on sector trends and skills in demand.



Institute for Human Resource Professionals (IHRP) Certification

Stepping Up With IHRP Certification And Recognition

Daphie Tan, Khairul Azhar bin Khalid and Judy Tan were in the pilot batch of HR professionals seeking the new Institute for Human Resource Professionals (IHRP) Certification. They share about their experiences and aspirations in participating in this national certification programme for HR professionals.

Why did you decide to be part of the pilot batch to take up the IHRP certification?

Daphie I learnt about it from the Head of HR. When I understood that the competency-based credential is designed to validate skills and knowledge of a HR professional, it fits in perfectly with my long-term career aims. With my strong engineering credentials and becoming a HR Business Partner a couple of years back, I genuinely felt motivated to learn more about the framework and eventually decided to participate without hesitation.

Khairul My reason for participating was because of personal curiosity. I found out about this new initiative when I was browsing LinkedIn, and a connection shared an article about it. I was initially skeptical about its benefits. But, after getting more information about the certification framework and going through the assessment, I became optimistic that this national initiative might actually prove to be a catalyst in institutionalising HR as a core business function.

Judy I learnt of it from a colleague who is a member of the tripartite committee who developed the HR Industry Manpower Plan. I welcomed it as an opportunity for HR practitioners to strengthen their professionalism. Having been in a HR career since graduation, I felt that I was ready. It was a personal decision to seek recognition for my skill sets and a benchmark for self-improvement.

How will certification benefit employers, including your own?

Daphie I believe that if HR practitioners are accredited and recognised at the national level, it would provide confidence and assurance to the stakeholders and employees in the organisation that their HR team members have met one of the highest standards of competencies. As a HR practitioner, we need to continue to demonstrate our commitment to earn their respect and trust so that they will extend their personal capital to us with confidence to grow the team, organisation, and community.

Khairul This certification will help in formalising my credentials as a HR professional within my organisation, AXS Pte Ltd. As a HR Manager, I strive to continually collaborate with the management and heads of department as a strategic partner by providing advisory services, support and delivery in all key HR areas to meet operational objectives. In general, I believe this certification will help employers by providing a reliable standard of HR competencies that their HR team members should possess.

Judy It will assure employers that their HR practitioners are not just current, but future-ready in their knowledge and practice. Although I've had over 30 years of HR experience and am now a HR Director at Nanyang Polytechnic, I still wanted to know how I benchmarked to the competency standards in the framework.



Daphie Tan
Manager, Human Resources,
Hyflux Ltd



Khairul Azhar Bin Khalid
Manager, Human Resources,
AXS Pte Ltd



Judy Tan
Director, Human Resources,
Nanyang Polytechnic

As a HR professional, how have you benefitted by undergoing the assessment?

Daphie Being part of the HR community, I think it's important to assess individual reliability and credibility. I believe we all need to make an effort to raise the level of HR practices in Singapore, to make an impact cohesively. Having gone through the certification process, I recognise the quality standards required by the industry benchmarks. I have also gained a deeper understanding of how to prepare ourselves for a future-ready culture and transformation.

Khairul It is more of a personal challenge for me to obtain recognition as an IHRP Certified Professional. Having to prepare for and go through the assessment, in a way, forced me to refresh and review my knowledge of HR matters. This has enabled me to continually learn and relearn, keeping me up to date and sharp professionally.

Judy I viewed it as a personal challenge to go through the certification process. I was going for the IHRP Senior Professional level, and the preparation for the assessment was exciting. It was like going through school days again. At times, it was also challenging trying to recall and cite detailed examples of my past experiences, which demonstrated the competency level specified in the application stage.

Would you encourage other HR professionals to seek certification?

Daphie Yes, and in fact, I have conducted a briefing and sharing session to introduce the certification and competencies framework internally with the rest of the HR team members at Hyflux. I found the certification process straightforward, with sufficient information and self-explanatory decks to prepare ourselves for the test. The topics were covered comprehensively, and the actual assessment session was well-organised.

Khairul I would recommend it to my HR peers with the rationale that their decision to be certified is a step forward in raising the bar and further strengthening the trust that businesses have towards HR in Singapore.

Judy Yes, I most definitely would! I felt that the entire process was professionally managed. In fact, I have shared the framework with my HR colleagues and strongly encouraged them to go for the professional certification. Having been through the certification, I would definitely provide my HR team with the necessary support to obtain the certification.

Upskilling HR To Provide Business Value

When Yeo Eng Sheng attended the Human Capital Leadership Institute's HR Leaders Programme in 2016, he found new thought-provoking insights. Unlike other offerings catered for HR professionals, this programme delivered business-driven perspectives from economists, business strategists and government leaders, and showed how these insights shaped people strategies.



"The takeaways were meaningful because HR has to function in a business and economic context," says Eng Sheng, Human Resources Director, Southeast Asia, Japan and Oceania in Gemalto, a multinational organisation specialising in digital security, with 15,000 employees in 48 countries. "As the business landscape keeps changing, HR teams need to upgrade their skill sets so that people strategies can keep up with business challenges."

An advocate of continuous learning, Eng Sheng cites two relevant skills – change management and employer branding – that HR professionals should acquire in order to support business needs in the future.

In change management, he explains that HR is often tasked to support corporate mergers and acquisitions, to integrate and harmonise disparate teams of people to work together towards a common goal. His team also has to oversee organisation transformation once every three to four years to reinforce the multi-year development plan.

In addition, as innovation changes the organisation's product mix and workplaces become increasingly automated, HR needs to redesign jobs and help employees shift to higher value-adding jobs. Recently, Eng Sheng's team managed the upskilling of a group of production operators and turned them to production technologists. As a result, not only were their competencies upgraded, their remuneration also improved.

In employer branding, Eng Sheng explains that when hiring suitable talent, organisations need to communicate their employment propositions persuasively. HR teams need to acquire employer branding skills to engage potential recruits knowledgeably.

“Continuous learning is a necessity for the HR professional. As we upskill and show our strategic value, business leaders will be enlightened, and HR can then make a smooth transition into its advisory role.”

Yeo Eng Sheng
Human Resources Director, Southeast Asia, Japan & Oceania,
Gemalto



Apart from learning hard skills, Eng Sheng adds that with the emphasis on business partnering, HR professionals also need to pick up soft skills, like how to influence people, how to build trust and how to negotiate effectively. At Gemalto, coaching and mentoring are important in imparting soft skills to new hires, who are also given the exposure to front business teams so that they may gain confidence on the job at an early stage.

Eng Sheng also stresses that HR professionals must embrace learning from multiple avenues. Possessing a deep understanding of the company and its offerings will arm HR with the necessary knowledge to support business requirements better. In addition, HR professionals need to keep abreast of labour laws and current affairs so that they have a strong grasp of external factors affecting the business. Finally, he recommends that HR professionals network actively with their peers from other organisations as they can learn “many good ideas that come from the collective sharing on how to manage HR pain points.”

The Business Perspective

“People have been, and will continue to be, an integrated part of the success of Gemalto. To address business challenges, the HR team needs to constantly update itself on industry and business knowledge as well as changes in technology and tools. Staying abreast with the evolving expectations of employees in different countries and cultures, the team can also foster collaboration among the four generations in the workplace.”

Tan Teck Lee
Asia President, Government Business Unit,
Gemalto

Walk The Talk In Learning

The HR team often takes the lead in encouraging employees to attend training and development programmes to keep their skills relevant. Equally important is for these HR colleagues to set the example by upgrading their own skill sets to meet business challenges, says Charlotte Thng, Head of HR (Singapore) of Standard Chartered Bank.

“Continuing education will keep us abreast of the latest academic research and market practices to perform our roles more effectively.”

Charlotte Thng
Head of Human Resources, Singapore
Standard Chartered Bank

“Knowledge is key in any role, including HR,” says Charlotte. “Apart from attending courses, HR professionals can participate in conferences, connect with our peers on best practices and update ourselves on the latest trends and developments in the industry. Continuing education will keep us abreast of the latest academic research and market practices to perform our roles more effectively.”

At Standard Chartered Bank in Singapore, Charlotte encourages the 70 HR personnel in her team to undertake at least three formal learning programmes a year.

The first is in HR technical skills, which imparts the foundational skills required to perform core functions effectively.

The second is in personal development. A range of internal and external courses are available for HR personnel to sharpen their skills in areas such as negotiating, partnering, and coaching. Leadership courses are also made available for senior HR leaders; one of which is the HR Leaders Programme offered by the Human Capital Leadership Institute, which Charlotte herself participated in.

The third is in a \$2-million-dollar bank-wide programme, SkillsFuture@sc, launched to enable staff to learn and grow, further to the national SkillsFuture movement. The HR personnel join all staff in choosing one training programme a year in either of the following areas - inter-disciplinary skills; banking growth areas and new trends; personal mastery skills; and new technology trends.



Programmes on offer range from cross-cultural collaboration, presentation and emotional intelligence skills to computer literacy and data analytics.

Additionally, to future-ready the HR team to support business, Charlotte focuses on business learning. It is not unusual to see HR staff at Standard Chartered Bank attending courses on banking products, change management or financial technology. HR staff are also exposed to opportunities for attachment to business units so they develop an in-depth understanding of business needs.

Judy Hsu, CEO of Standard Chartered in Singapore, agrees with this business-centric learning approach. "When the HR team understands how the business is run and what it requires, the programme and policies that it produces will naturally and adequately support the business needs," she says.

The SkillsFuture@sc programme is one example of how Charlotte's team worked alongside the management to address the need for staff to pick up new skill sets that have become important to today's business landscape. The HR team made it as convenient as possible by curating more than 50 courses, listing them on the company intranet and enabling seamless online registration for staff.

Within the first four months, 100 participants signed up for courses. By 2017, the intranet will also include a career roadmap, showing the core competencies and required skill sets for each role, and a learning road map to enable staff to easily chart out and monitor their training plan.



The Business Perspective

"While HR professionals have to constantly upgrade themselves and keep up with the latest trends in people development, the three fundamental requirements stay unchanged. They are to keep their focus on people, stay close to the business and be forward-looking and creative with strong business acumen to help business managers manage talent."

Judy Hsu
Chief Executive Officer, Singapore
Standard Chartered Bank



THRUST
02

ENHANCING HR SUPPORT FOR EMPLOYERS

Employers play an equally important role as HR Professionals in establishing human capital development as a business priority. The HR Industry Manpower Plan seeks to provide enhanced resources for employers to strengthen HR capabilities in their organisations.

ACCESS HR RESOURCES AND ASSESS MATURITY OF EXISTING HR FUNCTIONS

HR RESOURCE PORTAL

SPRING Singapore, in collaboration with the Chartered Institute of Personnel and Development (CIPD) and NTUC LearningHub, will roll out an enhanced HR resource portal for SMEs in the later part of 2017. SMEs can look forward to a range of self-help resources such as HR tools, guides and templates to support their HR service delivery. SMEs can also access bite-sized e-learning materials to strengthen their HR capabilities. These resources will support the HR needs of companies at different growth stages.

HR DIAGNOSTIC TOOL

Employers can assess their organisations' state of HR maturity through the HR Diagnostic Tool administered by SPRING Singapore. The tool assesses the organisation's strengths and weaknesses across 11 functional areas, such as recruitment, training and development, performance management, talent management and employee engagement. It also identifies opportunities for improvement, which employers can follow-up on.

GET SUPPORT TO ADDRESS HR GAPS

Following the diagnosis, a wide range of support is available for SME employers to address gaps identified.

HR SHARED SERVICES (HRSS)

Outsourcing of more transactional and administrative HR activities is a key way to improve and optimise HR operational efficiency in organisations. It allows companies to focus on core business functions and strategic HR activities such as talent management and succession planning. SME employers can receive funding support when they tap on HRSS vendors pre-approved by SPRING Singapore.

CAPABILITY DEVELOPMENT GRANT (CDG)

SME employers can tap on the CDG to support in-house HR projects in areas such as recruitment and selection, employee engagement and talent management. The grant defrays up to 70% of qualifying project costs such as consultancy, training, certification and equipment costs.

SKILLSFUTURE SME MENTORS PROGRAMME

SME employers looking to improve the learning and development capabilities in their organisations can be matched to an experienced mentor to enhance existing systems and processes for learning and development, as well as coach line managers and supervisors to improve their training delivery.

VOLUNTEER HR DIRECTORS

SMEs that wish to improve their HR capabilities can be matched to a Volunteer HR Director for one-on-one engagements and guidance. They can expect to gain valuable insights and learn progressive HR practices and human capital development strategies from Volunteer HR Directors in the private and public sectors.

ACCESS ADDITIONAL RESOURCES AND SUPPORT WHEN IMPLEMENTING PROGRESSIVE PEOPLE PRACTICES

The journey to develop human capital to power business and economic transformation is a continuous one, and companies who are more advanced in this journey should be recognised and encouraged to do even more.

The **Human Capital Partnership (HCP) Programme** supports employers across all types of organisations that are committed to, and have demonstrated efforts to grow their business and stay competitive through progressive people and human capital development practices that are in line with the “ $2/3 + 1/3 > 1$ ” objectives:

- Develop the “ $2/3$ ” workforce – Build a stronger local workforce through investing in the development of local employees across all levels;
- Enable the “ $1/3$ ” workforce to complement the “ $2/3$ ” workforce – Have a skilled foreign workforce to enhance complementarity between local and foreign employees; and
- Enhance overall competitiveness of the workforce (viz. $2/3 + 1/3 > 1$) – Enable skills transfer from foreign to local employees to enhance their capabilities.

Since its launch in end-2016, more than 75 companies have come on board as HCPartners. Collectively, they employ about 100,000 Singaporeans. Companies in this growing community of progressive employers are supported in the following ways:

- Responsiveness – Faster response and higher service standards through a dedicated hotline for transactions with the Ministry of Manpower;
- Recognition – Endorsement with HCP mark to provide recognition as employers of choice; and
- Resources – Advisory and better access to government support and resources.

The **SkillsFuture Employer Award** is a tripartite initiative that recognises employers who have made significant efforts in investing in their employees’ skills development, are strong supporters of the SkillsFuture movement, and align their employee development efforts with other national manpower objectives. The first batch of award recipients will be announced in the later part of 2017.





**THRUST
03**

NURTURING A VIBRANT HR SERVICES SECTOR AND HR ECOSYSTEM

The HR ecosystem today comprises a wide range of players including HR services firms, Institutes of Higher Learning (IHLs), HR training providers, as well as HR bodies. The HR Industry Manpower Plan seeks to strengthen the capabilities and improve the quality of programmes offered by these stakeholders so as to build a vibrant ecosystem that supports the HR community.

STRENGTHENING QUALITY OF HR SERVICES

There are more than 2,300 HR services firms providing HR consultancy, HR outsourcing, HR information systems as well as recruitment and executive search services. Cloud-based HR platforms and products are also becoming increasingly available, providing HR professionals with real-time insights into their workforce and improving HR service delivery to employees. Strengthening the quality of services offered by HR services firms can help create more good jobs, boost the productivity of HR service operations, and support HR professionals as effective agents for human capital development in their respective organisations and sectors.

INCREASING INDUSTRY-RELEVANCE IN TRAINING AND DEVELOPMENT

Industry-relevant training programmes will become increasingly important and valued as HR professionals seek to update and deepen their skills in the sector. The IHRP Certification and upcoming Skills Framework for HR provide clear benchmarks of the skills and competencies required of HR professionals to progress in their careers.

Training providers such as the Singapore National Employers Federation and NTUC LearningHub are developing training programmes to better prepare HR professionals for IHRP Certification and professional development. The IHLs will also continue to regularly review and improve their HR specialisations, modules and courses to ensure aspiring HR professionals are well-prepared to make meaningful contributions in their HR roles after graduation.

NTUC LEARNINGHUB

NTUC LearningHub will help organisations benchmark the capabilities of their HR teams against international standards and strengthen HR's role as an active and effective agent of change in their organisations.

Alongside the IHRP Certification and Skills Framework for HR, NTUC LearningHub is committed to advancing the professionalisation of HR and its role as a key driver of organisational success by ensuring that:

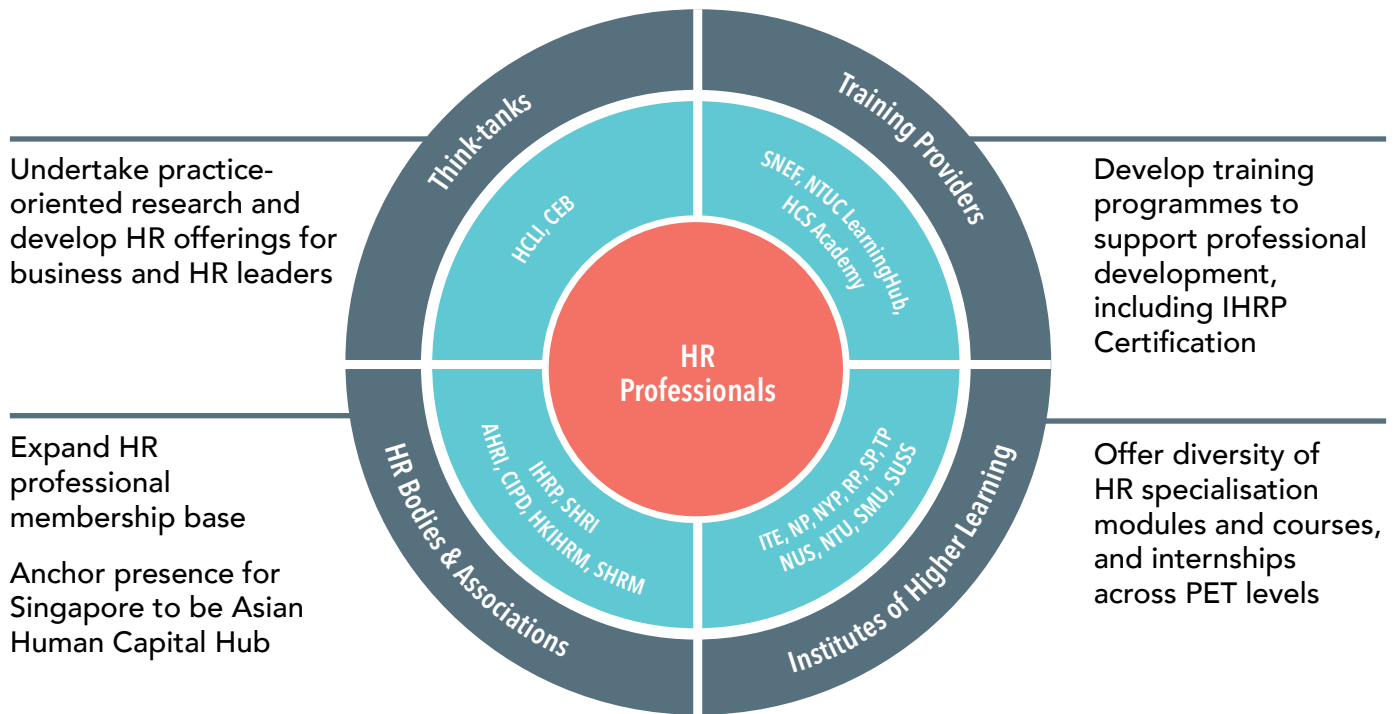
- The HR profession remains respected and trusted by broadening and strengthening HR professionalism.
- HR professionals of the future are equipped with the knowledge, skills and behaviours to earn that respect and trust through industry-relevant training and development such as HR WSQ courses, masterclasses and qualification programmes.

SINGAPORE NATIONAL EMPLOYERS FEDERATION

SNEF will offer courses to equip HR professionals with the knowledge and practical skills to support their pursuit of continuing professional development and certification, including courses accredited by IHRP that are aligned with the competencies under the IHRP Certification framework.

SNEF is also developing programmes in HR data analytics and lean workforce planning to strengthen the role that HR can play in the transformation of their organisations.

HR Ecosystem



Examples cited above are non-exhaustive.

CREATING NETWORKING OPPORTUNITIES FOR HR PROFESSIONALS

Networking platforms and communities of practice are valuable opportunities for HR professionals to share their knowledge as well as learn from fellow HR professionals and other business leaders. HR bodies and associations play an important role in supporting peer learning and networking through their various organised activities and events.

One such body is the Singapore Human Resources Institute (SHRI). It connects HR professionals and business leaders locally and overseas through its signature conferences, membership activities, dialogues and networking sessions. SHRI also works closely with national HR associations worldwide to bring global and regional best HR practices, insights and services to Singapore.

“For more than 50 years, SHRI has endeavoured to advocate HR best practices and standards which reflect global conditions and interests of the workforce. As Singapore enters its next phase of transformation, SHRI’s objective remains to empower HR professionals, equip them for their changing role and importantly, reinforce the importance of developing our most important asset (human resources) so that Singapore can continue to have an adaptive, innovative and resilient workforce on the global stage.”

Erman Tan
President
Singapore Human Resources Institute

ADVANCING THE HR PROFESSION: INSTITUTE FOR HUMAN RESOURCE PROFESSIONALS

The Institute for Human Resource Professionals (IHRP) is a HR professional body, set up to advance and strengthen the HR profession in Singapore. IHRP aims to lead in the adoption of progressive human capital practices in Singapore, to define HR standards of excellence and be a recognised authority on HR. Its vision is to create a world-class HR community, effecting purposeful change for people and organisations.

Established in 2016 by the tripartite partners (Ministry of Manpower, Singapore National Employers Federation and National Trades Union Congress), IHRP will administer the IHRP Certification, the national HR certification framework. The IHRP Certification, which was developed by HR leaders and tripartite partners, will provide HR professionals with a credible and industry-endorsed mark of quality, and enable them to deliver positive business impact and maximise the potential of their human capital.

Going forward, IHRP will also support HR professionals in strengthening human capital practices and facilitate the establishment of HR as a strategic partner for businesses and organisations. IHRP will also strive to foster a vibrant HR ecosystem, and forge partnerships between stakeholders in the HR ecosystem and the various industry sectors to spur the adoption of the HR Industry Manpower Plan.

“As the economy transforms, HR professionals must play a pivotal role in defining and developing the aspired human capital for Singapore. To do so, they must equip themselves with future-oriented knowledge and competencies to lead their companies to transform and their workforce to adapt and grow.”

Goh Swee Chen
Chairperson, Board of Directors, Institute for Human Resource Professionals
Vice-President, Singapore National Employers Federation
Chairperson, Shell Group of Companies in Singapore

DEEPENING RESEARCH AND INTERNATIONAL BENCHMARKING

A vibrant HR ecosystem also comprises institutions that will set the pace and drive thought leadership in human capital development practices. One such organisation is the Human Capital Leadership Institute (HCLI), which has generated valuable Asia-centric human capital knowledge over the years through its research, networks and programmes. HCLI's research has also been developed into content for its various programmes, including the HR Leaders Programme which was launched in 2016. Continual efforts are being made to ensure that the HR community has access to leading human capital practices and research to keep abreast of changing standards and practices.

“The forces of globalisation have led to a cross-national convergence of management principles and practices in Asia, which is an incredibly diverse region in itself. The Human Capital Leadership Institute seeks to build the critical skills and understanding of the Asian landscape for leaders to drive sustainable growth for their organisations.”

Wong Su-Yen
Chief Executive Officer,
Human Capital Leadership Institute



HUMAN CAPITAL LEADERSHIP INSTITUTE (HCLI)

The Human Capital Leadership Institute (HCLI) is a centre of excellence for human capital and leadership. It brings together multiple perspectives and voices from business, government and academia, offering thought leadership and insights on understanding Asia, successfully doing business in Asia and its implications on leadership and human capital strategies for Asia. With alumni ranging from emerging leaders to company directors, the institute aims to develop global leaders with a strong understanding of leading in Asia, as well as to build Asian leaders with the ability to lead on the global stage.

HCLI's HR Leaders Programme is dedicated to deepening HR leaders' understanding of Asia-specific human capital issues in the context of disruptions that businesses in a globalising Asia are facing. HCLI also holds a biennial Singapore Human Capital Summit, bringing together world-class business and HR leaders alike to discuss how global trends shape people strategies in the region. Other upcoming initiatives from HCLI for the HR community include the Personal Board of Directors and a HR seminar series.

Health Check For Stronger People Practices

SaladStop!, a fast-growing healthy food chain in Singapore, started in 2009 with an eight-member team and one outlet. As interest in healthy eating grew, so too did its network of outlets and number of staff. It now has 180 employees working in 18 local outlets, a central kitchen and a corporate office as well as franchisees in the Philippines, Japan, Indonesia and opening this year in Spain, Korea, Hong Kong and Malaysia.

While the business owners saw further potential to establish the company's presence in more overseas markets, they recognised that it was crucial to focus first on their people management and development. They wanted to develop their employees and provide them with challenging jobs and opportunities to learn and grow throughout their careers.

Best Practices

- Access SPRING Singapore's HR resources for SMEs, including the HR Diagnostic Tool that helps assess your company's state of HR maturity and identifies HR gaps
- Leverage SkillsFuture SME Mentors Programme to help guide in-house efforts to address the identified HR gaps
- Structured performance management and career development plans for employees to facilitate learning and capability building
- Develop mobile app for better delivery of training to staff at different locations

In 2016, SaladStop! utilised the HR Diagnostic Tool administered by SPRING Singapore to identify potential enhancements to its recruitment and hiring procedures, as well as in areas such as performance and career management, talent management and succession planning. The results revealed that a number of processes needed to be formalised and structured to be able to support the company's growing employee base and number of overseas franchisees.

"We are in the people business, and the collective hard work of our people is what moves us forward. With the HR Diagnostic Tool, we were able to learn about the company's HR maturity level and identify gaps we needed to focus on so we could take action to improve our HR practices and create systems to work more efficiently," said Katherine Braha Desbaillets, Director of SaladStop!.

The company developed people policies and procedures, structured a flexible organisation hierarchy, outlined job descriptions and implemented performance management systems. They also planned the career pathways and areas of development needed to improve employees' capabilities as the company expanded. Resulting from these efforts, an employee handbook was created. A HR operational and business metrics system was rolled out to provide a guide on optimal staffing of full- and part-timers to handle peaks and troughs at the outlets. A series of culture workshops was also started to identify the corporate values that were important to the organisation's brand. Staff retention reached 87% due to the improvements made.

In the area of training and development, Katherine believed that "the workplace should be as enjoyable as possible, and a person who is trained is more confident and happier". SaladStop! already had an extensive range of creative training materials, which included a new training manual, picture cards to identify salad ingredients and an iPad training programme for employees to learn and get assessed interactively at their own pace. It also had a strong training team comprising full- and part-time trainers armed with the Advanced Certificate in Training Assessment (ACTA), complemented by its own district managers, quality control manager, auditor and a nutritional advisor.



"Our unique culture needed to be articulated and translated into values that will guide us in hiring the right people who can work well with our core team and maintain a low turnover rate."

Katherine Braha Desbaillets
Director,
SaladStop!

Now focused on building upon and putting together its training offerings in a more holistic and structured way, SaladStop! has been matched with a specialist mentor under the SkillsFuture SME Mentors programme. Part of this effort includes moving the training tools into a mobile app for staff in Singapore and franchisees to access conveniently in multiple languages. The mobile app allows trainers from Singapore to update and roll out new content in real time to all markets.

With the mentor's support and guidance, the company is also reviving a dream project from earlier years: to finally set up the SaladStop! Academy as an accredited training organisation to systematically support the learning and development of staff in Singapore as well as from global franchisees.

Benefits and Outcomes

- Identification of HR gaps and possible actions to address these gaps
- Improved learning experience and content for employees
- Improvement in staff retention
- Establishment of accredited training organisation to support global operations



Full Speed On The Job

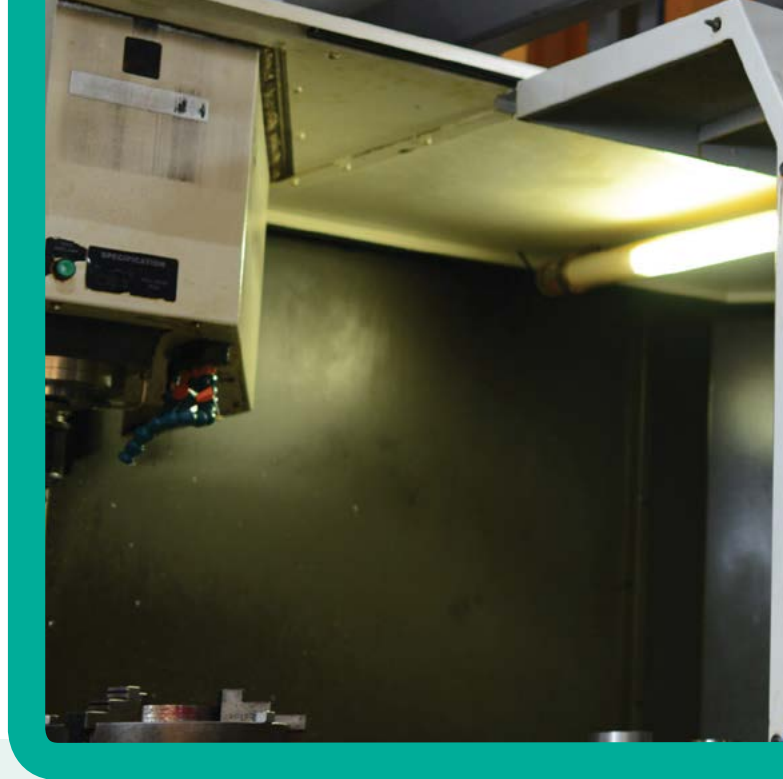
When a trainee machinist joined CKE Manufacturing in June 2016, Enterprise Development Manager, Kwan Lifeng, was eager to use the opportunity to pilot a new training and development system which he had developed together with his HR colleague, Sasfinn Yeo.

There was a strong impetus for this. The company had earlier discovered through the HR Diagnostic Tool administered by SPRING Singapore that its lack of a structured training and development framework had resulted in the loss of key talent.

To bolster its efforts to improve training and development for their employees, CKE Manufacturing tapped on the SkillsFuture SME Mentors programme, also administered by SPRING Singapore, where an external HR expert was matched to guide the company to better support employees' learning needs.

Lifeng said: "With a structured training and development approach in place, we aim to motivate, challenge and encourage our people to learn and progress within the company. We can also promote their 'craftsman spirit' to innovate and improve productivity to contribute to our future growth."

With the SkillsFuture SME Mentor's support, a learning needs analysis was first conducted to identify learning and development gaps based on employees' job responsibilities. From there, a plan was drawn up, detailing how the company could fill these gaps and identify experienced supervisors and managers who could be suitable in-house trainers.



Best Practices

- Implement a structured training and development framework to ensure that learning needs are met and skills developed are relevant
- Leverage SkillsFuture SME Mentors Programme to help guide in-house efforts to improve learning and development for employees. Tap on experienced, senior employees to be in-house trainers

Next, the training and development structure was developed. This included mapping the competency level of each individual role and establishing clear progression paths for every employee. A learning record system was also established to evaluate the learning progress of new interns and hires.

During the pilot run, the new trainee machinist, Muhammad Fadhli Zakaria, was paired with trainer, Gudlesh VH, a supervisor with 16 years of experience in the company. Gudlesh was guided through the process of developing a structured six-month training roadmap for Fadhli, which included job requirements, tasks to be accomplished and safety procedures.



“The success from the pilot run affirms that we’re on the right track in terms of training and development and workplace learning. With the help of our SkillsFuture SME Mentor, we’re better positioned to offer in-house machining training, in the safest and most rewarding manner possible. We can also give our interns a more hands-on work experience and ultimately, encourage them to stay full-time.”

Kwan Lifeng
Enterprise Development Manager,
CKE Manufacturing Pte Ltd

Through weekly monitoring and feedback sessions, the implementation team assessed Fadhli’s progress towards achieving his learning goals and acquiring the necessary skills. Four months on, he had learnt and progressed to a level never attained before by previous new entrants within the same timeframe. He was able to set up a computer-numeric-control milling machine safely with little or no supervision. At the same time, Gudlesh had gained more confidence and proved to be an effective on-the-job trainer.

This experience has encouraged CKE Manufacturing to continue refining the new training and development framework. The company plans to conduct a learning

needs analysis once every two years to ensure that skills and learning needs are relevant. It also plans to develop a training roadmap annually to ensure consistent learning development of staff.

Benefits and Outcomes

- More effective learning with on-the-job training roadmaps and defined learning goals
- Learning pathways to motivate and challenge staff

SkillsFuture SME Mentor Mr Goh Khon Chong (right) and CKE Manufacturing’s Enterprise Development Manager, Mr Kwan Lifeng

HR Boost With Expert Support



Wilson Teo (left) and his team (from left to right): Accounts & Finance Manager Albert To, HR Manager Dorcas Chung and Accounts Executive Angie Ng



Best Practices

- Tap on HR Shared Services to optimise and improve in-house HR operations, and free up management bandwidth
- Implement clearly-defined HR processes and practices, which have been recorded in an employee handbook

Apparel manufacturer Teo Garments may have less than 40 employees in Singapore. However, as these employees form the foundation for business growth, the company wanted to ensure that its HR practices were progressive and sound to attract, motivate and develop its people.

“It is important to develop a strong team locally to support our business expansion internationally,” says Wilson Teo, Managing Director of Teo Garments. “We believe a robust and professional HR function is necessary in a dynamic environment, to cope with the changing expectations and values of our employees.”

Back in 2014, the company found that its HR processes were too time-consuming and tedious. Policies were outdated, and procedures lacked transparency. New people practices, such as overseas travel incentive policies, needed to be established to keep pace with changing business requirements. As a result, a substantial amount of the management’s time was spent resolving issues that arose from these inefficiencies.

Looking to professionalise and build up the company’s HR function, Wilson participated in the HR Shared Services programme, administered by SPRING Singapore. The programme allowed Teo Garments to tap into the professional knowledge and skills of full-time HR experts to refresh its people practices over a period of one year.

A team of consultants from Resource Consulting restructured and improved upon Teo Garments' existing HR processes, in areas such as recruitment, performance appraisal, compensation and benefits, as well as training and development. HR policies were also updated to ensure compliance to current government regulations and legislation. A new employee handbook, which employees can now refer to with greater confidence and ease, was produced.

Employees were also happy with a new performance appraisal system that was rolled out. According to Wilson, the previous system was too complex for employees to appreciate. With the consultants' inputs, the annual performance appraisal was streamlined to make it more meaningful to staff. To help in management decision-making, the consultants also improved the performance management and appraisal summary reports to provide greater clarity.

Apart from refining existing systems, Resource Consulting also deployed a staff to be based at Teo Garments' office two days every week to work closely with the company's employees, familiarising them with the new procedures and practices.

By the end of the year, the people processes were so entrenched within the company that employees were able to continue running the HR processes systematically and efficiently. This bodes well for Wilson as his staff can now focus on addressing the business' new needs, while he set his sights on achieving sustainable business expansion for Teo Garments.

"With HR Shared Services, we were able to leverage the knowledge and resources of external experts to introduce HR best practices to our company," says Wilson. "Everything is now made clear in writing, in the employee handbook; and we have a productive and systematic way of managing our HR to ensure continuity and business growth."

"We believe a robust and professional HR function is necessary in a dynamic environment, to cope with the changing expectations and values of our employees."

Wilson Teo
Managing Director,
Teo Garments Corporation Pte Ltd



Benefits and Outcomes

- HR and management are able to focus on strategic people issues
- HR policies that are aligned to government regulations and legislation
- Greater employee satisfaction arising from better HR service delivery and transparency on HR policies and practices

Stepping Out Globally, Learning Continuously

CHARLES & KEITH Group – which owns fashion brands, CHARLES & KEITH and PEDRO – has expanded to 41 retail stores in Singapore and more than 600 stores worldwide. Besides focusing on being innovative and experimental in its business approach, the group also values high agility in learning and leverages digital technology and strategic branding as key drivers of its global expansion.



“Customers recognise our brand not only by our store presentation but by the way we present ourselves, deliver service and address their needs.”

Chia Wai Jyy
Head, Talent Management,
Charles & Keith (Singapore) Pte Ltd

Best Practices

- Establish strong partnership between business and HR to enable people strategies to support business outcomes
- Customise learning modules and delivery methods to address business demands and enable learning for the company’s global workforce
- Encourage talent movement across global operations to facilitate knowledge and skills transfer, and build up exposure to international markets

To the company, global brand consistency is a priority so that customers have the same buying experience whether they are shopping in Singapore, Dubai, Shanghai and Seoul or even through its online platforms. In achieving this, the business teams have partnered with HR and learning specialists of the global talent management team to design and deliver learning and development programmes that develop employees to maintain global consistency.

“Customers recognise our brand not only by our store presentation, it is also through the way we present ourselves as brand ambassadors, deliver service and address customers’ needs,” says Chia Wai Jyy, the Group’s Head of Talent Management. “Our team provides the learning and development expertise to prepare our people to exude the Group’s brand values and embody them as part of their DNA.”

Grooming more than 5,000 employees worldwide to be the brand ambassadors, Wai Jyy’s team looks at specific business and service challenges on the ground, including shopping behaviours and local cultural differences across markets. After identifying learning needs, the team designs bite-sized and interactive training content which are then rolled out worldwide.

As the company’s retail teams are busy on their feet, the bite-sized training modules help to accelerate the knowledge transfer in the retail stores, while interactive training platforms allow employees to learn at their own convenience. New modules introduced in 2016 focused on the areas of service interaction, customer relationship management, leadership and styling know-how.



The team is also assessing other platforms such as app-learning and an on-the-job training instructor course, which will certify trainers in overseas markets to train their respective teams. It also enrolls key leaders into reputable universities, like Harvard and Columbia Universities, to sharpen their leadership and business acumen. Over time, the team plans to institutionalise a holistic end-to-end organisational development process on a global scale, from leveraging learning programmes to establishing global organisational excellence standards and linking them to business performance using measuring tools such as global mystery shopper, net promoter score (NPS) and balanced scorecard.

In addition, employees receive weekly feeds on styling know-how and fashion trends that allow them to stay connected with latest trends and runway fashion. Other employee engagement efforts include Fashion Fridays featuring 'Outfit of the Day' feeds in the employee Facebook page and fashion shows, which further encourage employees to embrace fashion and be consistent with the brand values.

As a global business, CHARLES & KEITH Group places much emphasis on talent mobility across borders. On this front, Wai Jyy's team systemises talent movement from one country to another to facilitate knowledge and skills transfer for enhanced global consistency. Such movements further allow key talents to gain market

exposure and build more fulfilling careers as part of the group's larger talent programme to groom employees to advance laterally and vertically.

Since its roll-out in recent years, the talent programme has seen the attrition rate of the group stabilise. As a progressive human capital practice, this programme has led the CHARLES & KEITH Group to its recognition as a HCPartner under the Human Capital Partnership Programme.

Wai Jyy is quick to point out that ultimately, a business succeeds on the strength of its people. She says: "People are our most important assets, the breakthrough for the business to grow beyond what is normally achievable. As HR professionals, we are here to help employees build meaningful careers so they excel not just professionally but also in their personal development. In turn, they can steer the group towards sustainable growth."

Benefits and Outcomes

- Well-trained workforce that enables global brand consistency and supports business strategies
- Stable talent pool with international exposure to help drive future business growth



NEXT GENERATION HR LEADERS LOOK AHEAD

A BREAKTHROUGH IN HR PROFESSION



"HR is both a science and an art. While decision-making is data- and policy-driven, diverse business needs

from stakeholders require creative HR solutions. The IHRP Certification represents a significant breakthrough in recognising HR as a professional career in Singapore. This will encourage young people to choose HR as a career, and also provide mid-career HR professionals with an opportunity to sharpen their skills. I believe HR will be regarded as a promising and exciting profession if more people have a better appreciation of its strategic role."

Nevin Ong
HR Manager,
Singtel

HR SECTOR REINVENTED



"HR needs to play a more proactive role in anticipating the skills of the future, supporting the business by re-

equipping its workforce and harnessing evolving technology. The technology of tomorrow will empower HR to better predict and resolve challenges around talent attraction, retention and motivation. With the HR Industry Manpower Plan in place, I look forward to the reinvention of HR through the acquisition of new and relevant skills, which are critical in driving the business. I am excited to see HR being recognised as a key strategic function represented in boardrooms."

Jacob Tan Jian Zuo
Executive Compensation Solution Lead,
Southeast Asia,
Aon Hewitt

PIVOTAL ROLE IN THE FUTURE



"I am particularly excited to see a resolution to elevate the HR profession, with more businesses recognising

HR as a strategic function and willing to adopt progressive people practices. HR is an increasingly important function as modern businesses adapt themselves to new technological advancements or disruptions that are happening at shorter intervals. The talent that organisations attract and retain will become more important than ever in their bid to stay ahead of their competitors. HR will undoubtedly play a pivotal role in this future."

Jacqueline Hongadi
Associate, People Search,
Garena

A FUTURE-READY HR INDUSTRY



For HR Professionals *An Exciting Career*

- A valued profession with structured career and development pathways to enable you to progress and grow in your career
- Wide range of opportunities to update and deepen your HR skills



For Business Leaders *A Strategic Business Partner in HR*

- Future-ready HR professionals that unlock the full potential of your workforce to support your business plans
- Available support and resources to further improve your people practices and HR operations

TOP CHOICE FOR EMPLOYMENT



"The HR Industry Manpower Plan is timely as we move away from the basic value-chain economy into a more knowledge-intensive, service-oriented workforce. HR's value to an organisation is in its dynamism and ability to think and act with critical awareness of the business and economy. To be able to turn HR into a top and attractive choice of employment would also help bring in more talent and dynamism to the HR community. I'm absolutely in support of the plan."

Christopher Goh
Vice President, HR Business Partner,
Barclays Investment Bank

ROADMAP FOR CAREER PROGRESSION



"Being a HR professional is never easy as you are in a position of influence. Not only will you have a positive impact on people, you can influence your organisation's future strategies and plans by having a strong understanding of its priorities and challenges. The HR Industry Manpower Plan identifies the future development competencies and skills that allow me to upgrade myself for career progression. I've had an amazing experience working in HR so far, and I'm looking forward to participating in more HR-related training."

Lim Jingyi,
Human Resource Business Partner,
ScienTec Consulting Pte Ltd

MOTIVATION TO HONE SKILLS



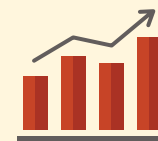
"I will be pursuing a degree in Human Resource Management to enhance my HR foundational skills and broaden my horizons in terms of critical thinking, creativity and staying relevant in the workplace. It excites me to know that the HR Industry Manpower Plan is transforming the HR profession as I believe that a strong HR team is the sturdy backbone of an organisation's success. With greater significance placed in HR development and training opportunities for HR professionals like me, it serves as a huge motivation as I further hone my skills."

Vanessa Oh
HR Management Support Officer,
Ministry of Trade and Industry



For Employees *Progressive HR Practices*

- Progressive people practices that build an engaged and inclusive workforce
- More opportunities for you to up-skill and re-skill to stay relevant and grow in your career



For Industry Players *New Business Opportunities*

- Skills and competency frameworks to guide development of industry-relevant HR courses and programmes
- Technology and cloud-based applications to enable more effective and seamless delivery of your services

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Deputy Secretary (Development)
Ministry of Manpower

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Group Chief Human Resources Officer
Singtel

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Human Capital Leadership Institute

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