TAFEP
Tripartite Alliance for
Fair & Progressive Employment Practices

IMPLEMENTATION TOOLKIT

BASED ON TAFEP'S RESEARCH STUDY ON HUMAN CAPITAL PRACTICES' IMPACT ON BUSINESS PERFORMANCE

MAKE TOMORROW, TODAY MERCER

TAFEP's Research Study on Human Capital Practices' Impact on Business Performance aimed to establish:

1.1 The correlation (direct or indirect) between HC practices and Business Performance

1.2 Exemplary HC practices from HCPartners[1] that have a more structured HR function and are more focused and deliberate in their HC efforts

Data collection was done via…

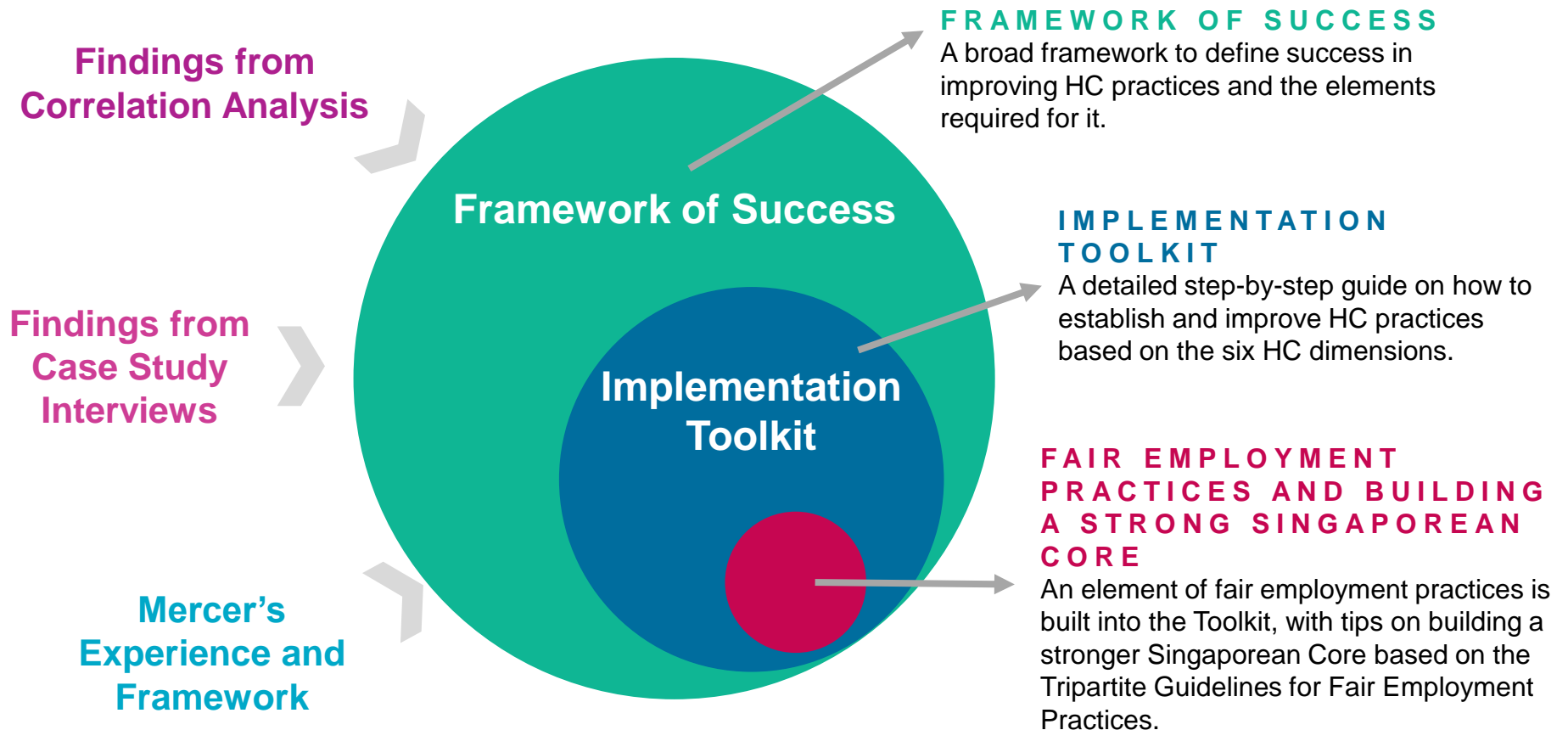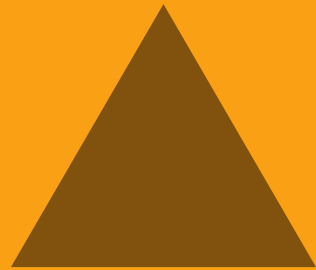| HR Leader Questionnaire	Business Leader Questionnaire	Data Collection Kit (FY 2015-2017)	Case Study Interviews
MEASURING	**MEASURING**	**MEASURING**	
Maturity of HC Practices	**Leadership Support and Investment**	**People Metrics** **Financial Metrics**	Upon completion of the surveys, participants are invited to take part in an interview to deep-dive into their Human Capital practices.
• Talent Acquisition			
• Performance Management	**HR Capability**		
• Career Development	• Commercial Skills		
• Succession Management	• Functional Skills		
• Strategic Workforce Planning			
• Workforce Analytics			
Triple Strong Factors			
• Strong Singaporean Core			
• Skills Complementarity and Transfer			

[1]The Human Capital Partnership (HCP) Programme is a tripartite initiative that brings together a community of exemplary employers in Singapore who have progressive employment practices in their organisations and are committed to developing their human capital. Find out more here.

IMPROVING YOUR HC PRACTICES
WITH THE FRAMEWORK OF SUCCESS AND IMPLEMENTATION TOOLKIT

Based on findings and insights from: 1) Quantitative data extracted from Correlation Analysis, 2) Qualitative data obtained through Case Study Interviews and 3) Frameworks that had been established by Mercer's global team of experts in the field of HR that has been tried and tested, the **Framework of Success** and **Implementation Toolkit** aims to provide organisations with relatable insights and implementable steps as they look to improve their HC practices.

Findings from Correlation Analysis

Findings from Case Study Interviews

Mercer's Experience and Framework

Framework of Success

Implementation Toolkit

FRAMEWORK OF SUCCESS
A broad framework to define success in improving HC practices and the elements required for it.

IMPLEMENTATION TOOLKIT
A detailed step-by-step guide on how to establish and improve HC practices based on the six HC dimensions.

FAIR EMPLOYMENT PRACTICES AND BUILDING A STRONG SINGAPOREAN CORE
An element of fair employment practices is built into the Toolkit, with tips on building a stronger Singaporean Core based on the Tripartite Guidelines for Fair Employment Practices.

FRAMEWORK OF SUCCESS

FRAMEWORK OF SUCCESS
THE EQUATION – IN A GLANCE

The **Framework of Success** presents a model, or equation, based on the elements of success synthesised through this Research Study. The data showed that while not all organisations view success (Financial, Operational or through their People) in the same manner, the same underpinning elements of success echoed through the interviews with various HR Leaders. The maturity of HC Dimensions alone are not sufficient to guarantee organisational success; and have to be supported by leadership, aligned to the business, reinforced by culture and driven by line managers to be truly successful.

$$\text{SUCCESS} = \text{ENABLERS} \times \text{MATURITY OF HC DIMENSIONS}$$

Success is broadly categorised it across three main areas:
- Financial
- Operational
- People

The **Enablers** are the foundation that allows HC Practices thrive and attain their full potential. In order for any HC Practice to be truly effective, it needs to have the following 4 enablers:
- Leadership Support
- Business – HR Alignment
- Organisation Culture
- Synergy with Line Managers

The Maturity **HC Dimension** refers to the process and tools set up to drive the HC practices. The six dimensions are
- Workforce Analytics
- Talent Acquisition
- Succession Management
- Strategic Workforce Planning
- Career Development
- Performance Management

SUCCESS

Organisations often look to the financials as an indicator of success and that was the same approach we took to establish a correlation between financial success and HC Practices. While it is unfortunate that the research did not establish a strong correlation between HC practices and financial success, the case study interviews with HR leaders revealed that while financial success was important, is not the sole indicator of success. HR Leaders viewed that operational success (i.e. having the right systems and processes) and people success (i.e. having the right people in the right places) are equally important and when achieved, eventually leads to financial success.

FINANCIAL

A healthy and sustainable revenue growth coupled with prudent spending resulting in increased stakeholder value, both internally and externally.

OPERATIONAL

An efficient and effective operational process flow consisting of integrated systems and standardised operating procedures that drive employee productivity while maintaining consistent levels of quality service within the organisation.

PEOPLE

A thriving and engaged workforce where employees are equipped with the right skills, empowered to make a difference in their roles and are aligned with the organisation's vision and mission.

# FRAMEWORK OF SUCCESS
ENABLERS

ENABLERS

The Enablers are the driving force of the Framework for Success. The face-to-face interviews revealed that these Enablers are equally, if not more, essential in the HR function achieving success in the organisation. Even with the most mature HC practices, the HR function does not work alone and needs both the support from top management as well as line managers to see that these HC practices are exemplified by leadership and executed effectively on the ground. Therefore, HC practices need be supported by leadership, aligned to the business, reinforced by culture and driven by line managers to be truly successful.

BUSINESS ENABLERS

LEADERSHIP SUPPORT

Leadership support is a crucial element that has been echoed by all HR leaders. To implement effective HC practices, it must first be supported by leadership and they would need to lead by example in championing HR efforts throughout the organisation
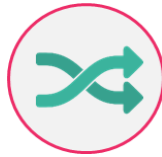
BUSINESS – HR ALIGNMENT

HC practices need to take into account the business context and be linked, directly or indirectly, to business objectives. A HR function that understands the business' needs are better able to implement HC practices that support the business' growth

PEOPLE ENABLERS

SYNERGY WITH LINE MANAGERS

Line managers are often the executors of HC practices introduced by HR. They act as the conduit between HR and their employees. Line managers that are trained and supportive of HR efforts are better able to execute HC practices on the ground according to plan

ORGANISATION CULTURE

When organisations have a clearly defined culture that is internalised and practiced by the entire organisation, implementing HC practices aligned to the culture would be supported and reinforced

FRAMEWORK OF SUCCESS
BUSINESS ENABLERS

LEADERSHIP SUPPORT
Leadership's buy in and support of HC initiatives, seeing HR as a strategic partner to drive organisational success

BUSINESS – HR ALIGNMENT
A HR function that is aligned to the business strategy and able to implement HC practices that are tailored to the unique business environment

WHY
In order to implement HC practices that make a difference in the organisation, HR has to first be supported and seen as a strategic partner that can help the organisation meet its business objectives. HR has to be pro-active rather than reactive, contributing to the business strategy from the HR standpoint. To do so, HR needs to gain the support from leadership and have a solid understanding of the business and its objectives.

WHAT WE OBSERVED
The case study interviews revealed a correlation between HR's commercial acumen and the Leadership's Talent Investment and Accountability, reflecting that HR functions that were seen as more commercially astute by their business leaders were better able to gain their business leader's support to invest in the organisation's HC initiatives and be accountable for those investments.

HOW TO ENHANCE THESE ENABLERS
- HR function to hone their commercial capabilities and gain a thorough understanding of the business strategy
- Tailor HC initiatives to be aligned to business objectives, formulate measurable goals and establish a case for implementing HC initiatives from a business point of view

SYNERGY WITH LINE MANAGERS

Line Managers drive the implementation of HC initiatives on the ground and reinforces them

ORGANISATION CULTURE

The organisation culture is like the ground on which HC initiatives are planted. For HC initiatives to be successful, the culture needs to be aligned (i.e. a performance driven culture will support performance management initiatives)

WHY

HR does not work alone – the design, tools and plans of HC programmes and initiatives will eventually be implemented by the Line Managers and received by the employees. The success will be determined by how they receive and reinforce the HC practices.

WHAT WE OBSERVED

The case study interviews showed that line managers played an immense role in the successful roll-out of HC programmes and initiatives, and the continued reinforcement of HC practices. For example, the Performance Management (PM) process is highly dependent on the conversations and appraisals conducted by the Line Managers. Even with the best PM practices and systems, it will all be for naught if executed poorly by line managers. HR also needs to take into account the sentiment on the ground to determine their receptiveness towards certain HC practices and ensure they are aligned to the organisational culture. HR does this by conducting pulse checks through formal and informal employee engagements

HOW TO ENHANCE THESE ENABLERS

- Equip the line managers with necessary skills
- Convince the line managers first before convincing the employees
- Regularly, design and conduct touch points with the employees formally and informally
- Conduct and analyse the Employee Engagement index and formulate action plans

FRAMEWORK OF SUCCESS
THE HUMAN CAPITAL DIMENSIONS

MATURITY OF

HC

DIMENSIONS

The Maturity of HC Dimensions are the 'hardware' part of the success which includes philosophies, design, tools and implementation resources. The maturity of six dimensions are measured during the Data Collection phase and are used as the independent variable in the correlation analysis. The six HC Dimensions are defined below:

Talent Acquisition
The proactive sourcing of valuable skills to nurture a steady talent pipeline aligned with business goals to achieve long-term success

Performance Management
A continual process of cultivating an environment which enables employees to excel and accomplish the organisation's goals

Career Development
Value-adding to an individual's development through bespoke learning to shape their growth and remain competitive in a constantly changing workforce

Succession Management
The prudent planning and cultivation of a pool of capable leaders poised to effectively fulfil key leadership gaps

Strategic Workforce Planning
The formulation of a robust talent strategy that aligns an organisation's long term priorities with present human capital resources

Workforce Analytics
The use of predictive modelling to assess critical workforce management issues and build talent strategies aligned to support the business

FRAMEWORK OF SUCCESS
THE HUMAN CAPITAL DIMENSIONS

THE ESSENTIALS

Talent Acquisition

Performance Management

Talent Acquisition and Performance Management are the HC Dimensions which needs to be established regardless of organisation's size and strategy. Our findings suggest that Talent Acquisition is the primary focus of smaller organisations whereas Performance Management is the HC dimension which consistently scored high regardless of organisation size.

THE GROWTH CATALYST

Career Development

Succession Management

Career Development and Succession Management becomes increasingly relevant when an organisation starts to grow in size. As an organisation grows, the need to implement a framework to develop employees and plan for the next generation of leaders become increasingly important.

THE DIFFERENTIATORS

Strategic Workforce Planning

Workforce Analytics

Strategic Workforce Planning and Workforce Analytics are differentiators that when leveraged on, provide organisations with a competitive advantage. They allow organisations to derive meaningful insights into their workforce and plan for their workforce needs well into the future so that they are optimally staffed with the right talents in the right positions.

FRAMEWORK OF SUCCESS
KEY HC PRACTICES FOR ORGANISATIONAL IMPACT

- The data and executive interviews revealed interesting themes. In general, organisations have demonstrated relative maturity across human capital practices in the following order: *Talent Acquisition > Performance Management > Career Management > Succession Management > Workforce Planning > Workforce Analytics*
- What's clear is that the practices that need more work are also the ones that are adopted by fewer companies and therefore offer the biggest positive "differentiated" value.
- Designing-for-purpose always surpasses designing-for-novelty. Following the loop of iteration, will allow you to design programmes that deliver with intention.
- As you embark on reviewing your human capital portfolio, don't forget to use the design-for-purpose loop for your new and old practices!
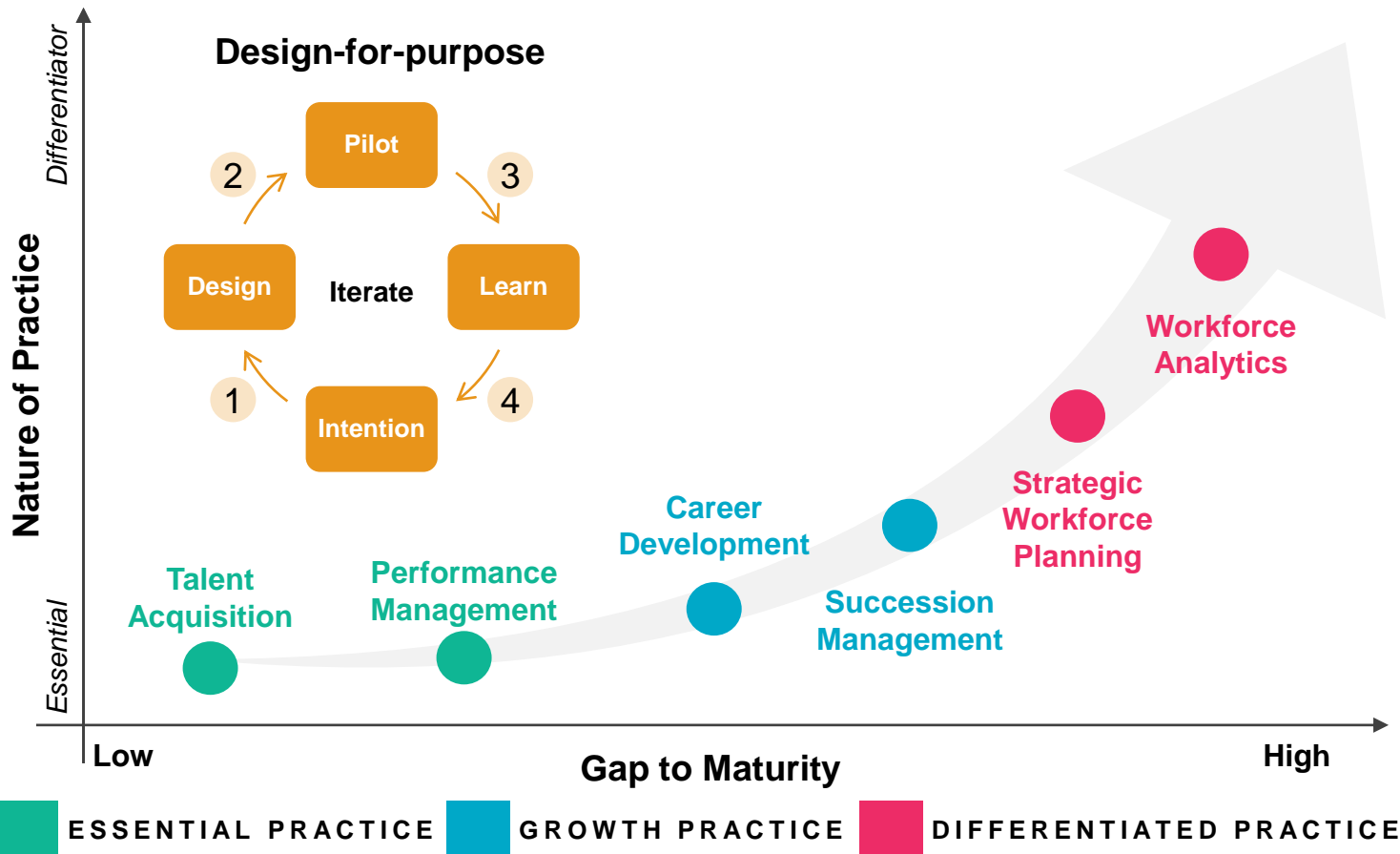
Design-for-purpose

- Through the interviews, we recognise that each organisation is unique in its own right, with its own business model and HC challenges
- The iterative design-for-purpose loop is reflected here to inform users to firstly **start with an intention.**
- Secondly, HC initiatives are rarely perfect the first time they are implemented. There will be a **constant need to iterate** before the practice delivers the intended purpose.
- **Continuous measurement of practice effectiveness** will allow for the learning required to modify the design and delivery of practice for best results.
- This model should be applied throughout the **design and implementation** of all HC dimensions.

ESSENTIAL PRACTICE   **GROWTH PRACTICE**   **DIFFERENTIATED PRACTICE**

IMPLEMENTATION TOOLKIT OVERVIEW

HOW TO USE THE IMPLEMENTATION TOOLKIT?

Using the Implementation Toolkit

Identify Needs	Plan to Act	Implement	Evaluate
Prioritise your organisational needs. Focus on one or two critical HC dimensions instead of working on all 6 HC dimensions at one go. Start with the dimensions that are currently more crucial for your organisation or focus on the lower hanging fruits that are easier to implement. An alternative is to look at your participant's report and focus on the HC dimensions which are below the industry or national average.	Establish how improving the HC dimension supports the organisation's strategy and gain leadership's support. Allocate the necessary resources (timeline, budget and team) to implement the change. Define your success criteria based on SMART goals. Seek guidance or work with external parties as needed (i.e. obtaining market data, conducting employee surveys, installing HR tools).	Develop an implementation plan customised to the needs of your organisation. Use the pointers provided in this toolkit to help you and your team. Communicate the plan to the leadership team as well as the employees to inform them what changes are . Over-communicating is always better than under. Continuously manage the change. Keep an eye out for steps that will especially affect employees.	Collect metrics chosen earlier based on SMART goals and compare them against initial targets set. Analyse for any gaps and set an improvement plan to address those gaps. Celebrate small wins along the way with leadership, line managers and employees to reinforce behaviour and encourage greater adoption of new changes implemented.

MATURITY OF **HC** DIMENSIONS	The Maturity of HC Dimensions measures the philosophies, design, tools and implementation resources of the organisation. The six HC Dimensions are defined below:

Talent Acquisition
The proactive sourcing of valuable skills to nurture a steady talent pipeline aligned with business goals to achieve long-term success

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IMPLEMENTATION TOOLKIT
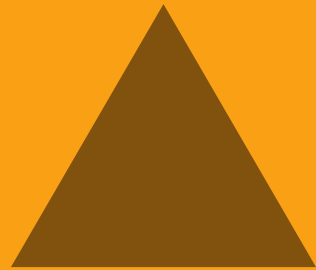
The Implementation Toolkit contains six sections of the HC dimensions, each covering the following sub-sections.

Talent Acquisition

Performance Management

Career Development

Succession Management

Strategic Workforce Planning

Workforce Analytics

Sub-section	Rationale
What It Is	Establishing a common definition of each of the 6 HC Dimensions
Making The Case For Change	Justifying why the HC Dimension is important and relevant to organisations. Offers perspectives from both employers and employees
Implementation Step-by-step	Step by step guide towards implementing good practices for the HC Dimension based on a framework that was synthesised from our engagements with the participating companies. It is not meant to be a 101 with granular details but more a principle based approach
Self-assessment	A checklist for HR leaders to run through as well as a means for HR leaders to see where their HC practice stands today and how to improve it
Success Stories	Best practices from participating organisations, in a summarised version. The detailed version is in the case reports

IMPLEMENTATION TOOLKIT

MODULE 1:TALENT ACQUISITION

The proactive sourcing of valuable skills to **nurture a steady talent pipeline** aligned with business goals to achieve long-term success

Developing a competitive advantage through **attracting the best candidates** to drive organisational excellence

Anticipating the organisation's **long-term human capital needs** and creating sustainable coverage of critical roles

Establishing **strong employer branding** to become employer of choice and galvanise candidates' passion to join the organisation

TALENT ACQUISITION
MAKING THE CASE FOR CHANGE

HIRING FOR TALENT, NOT JOBS

There is a **shift in focus from basic recruiting** (administrative and operative focused) towards a **strategic function** – building a highly complex, dynamic and value-adding HR cornerstone

FOR EMPLOYERS
Building a Talent Pipeline Focused on Future Critical Skills

FOR EMPLOYEES
Standing Out from the Crowd Adding Value to the Company

CANDIDATE EXPERIENCE

Talent acquisition functions are starting to embed **candidate experience and brand engagement activities** into the talent acquisition process through the EVP

FOR EMPLOYERS
Developing a compelling Employer Brand for EVP efforts

FOR EMPLOYEES
Evaluating Companies Based on Their EVP

DATA-DRIVEN APPROACH

Organisations are tackling workforce issues by **collecting, analysing and interpreting data** to add value to the business in terms of **efficiency, effectiveness and quality of hire**

FOR EMPLOYERS
Utilise Quality of Hire indicators (i.e. net promoter score)

FOR EMPLOYEES
Developing Oneself Holistically Greater Scrutiny on Capabilities

"I strongly believe in the quote by Peter Schutz: Hire Character. Train Skill."

– Clarin Soh, HR Director, DeClout

TALENT ACQUISITION IMPLEMENTATION PLAN

1 UNDERSTAND BUSINESS OBJECTIVES

- Understand the business agenda and business environment
- Identify current internal capabilities
- Determine hiring requirement based on business needs

2 TARGET THE RIGHT CHANNEL

- Segment the workforce needed based on personas
- For each persona, curate a few options of sourcing channels to target

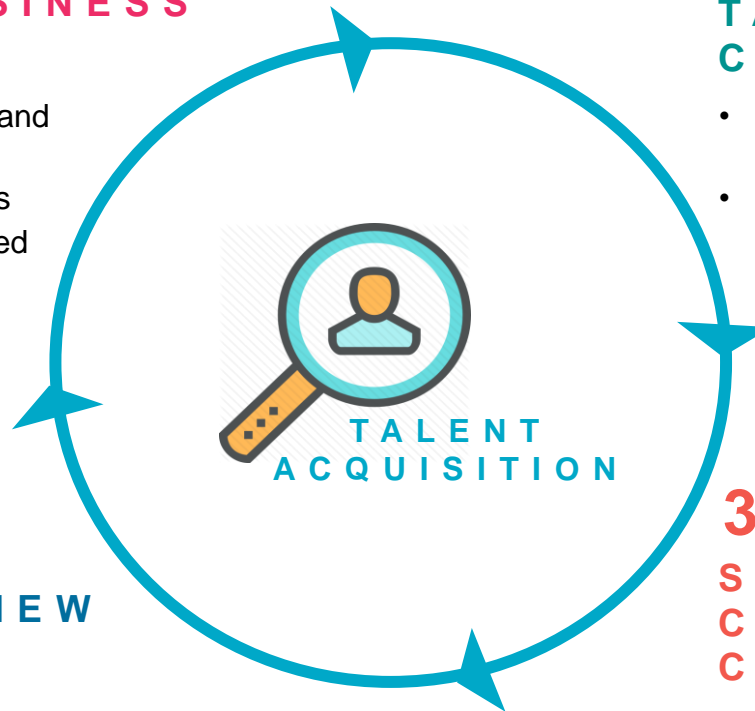## 4 INTEGRATE THE NEW HIRE

- Curate an onboarding plan for new hires
- Establish a buddy system to assimilate new hires
- Conduct regular check-ins with new hires during probation

3 SELECT BASED ON CAPABILITY AND CULTURE FIT

- Create an assessment framework and identify assessment tools to evaluate technical and generic skills
- Train assessors to avoid biases and common pitfalls

TALENT ACQUISITION

UNDERSTAND BUSINESS AGENDA AND ENVIRONMENT

- Understand BU Head's requirements and the impact of additional resources in meeting business objectives

- Generate business scenarios for various staffing levels and assess impact on business

IDENTIFY CURRENT INTERNAL CAPABILITIES

- Analyse current capabilities and the gap against workforce needs

- Identify critical workforce segments based on the value they add to the organisation

- Assess internal capabilities to address workforce gaps before looking externally

DETERMINE HIRING REQUIREMENTS

- Determine the headcount (quantity) and skills (quality) required

- Ensure requirements set are based on fair recruitment practices regardless of age, race, gender, religion, marital status, family responsibilities, disability, etc

- Prioritise hiring for critical workforce segments

Know What You Have, Know What You Need
Thriving organisations know how to get the right people in the right positions. It is not enough just to be able to get the right people, only to poorly fit them into positions where their strengths are not fully utilised

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

SEGMENT INTO PERSONAS

- Segment hiring requirements into employee profiles (personas) which can be based on:
  - Skills or experience required
  - Ideal characteristics for the role (i.e. engaging, team player, passionate about a movement, etc) that would be a culture-fit for the organisation
  - Preference on work location

CURATE CHANNELS FOR EACH PERSONA

- Identify recruitment channels tailored at identified personas
- Leverage on government channels or programmes and work with government agencies such as e2i to enlarge your pool of local candidates
- Non-typical channels include:
  - Walk-ins
  - Experiential work as a temp staff for a day / week
  - Localised recruitment fairs

SET YOURSELF DIFFERENTLY

- Identify organisation's strengths and weaknesses in attracting talents and its Employer Value Proposition (EVP)
- Establish an employer branding that resonates with potential talents
- Communicate the organisation's brand consistently across all channels

ESTABLISH AN ASSESSMENT FRAMEWORK

- Categorise what the role requires assessment for

- Identify the assessment tools needed based on the categories to be assessed

- Consider the factors of:
  - Cost
  - Validity
  - Candidate's experience
  - Fairness (i.e. candidates should be assessed objectively based on their suitability of the jobs. As long as they can perform the job, disabled candidates should be considered and assessed fairly)

EQUIP ASSESSORS

- Train managers / assessors to avoid biases such as affinity, anchoring and confirmatory biases
- Multi-rater systems help to increase reliability and reduce biases from a single source

Assessing For

- Category 1: Cognitive Ability
- Category 2: Personality
- Category 3: Functional Competencies
- Category 4: Generic Competencies

Assessment Method or Tools

- Psychometrics
- Virtual / online assessment
- Assessment Centre
- Behavioural Based Interviews
- Work Samples

Watch out for biases!
Managers tend to hire employees that are very much like themselves, which encourages groupthink
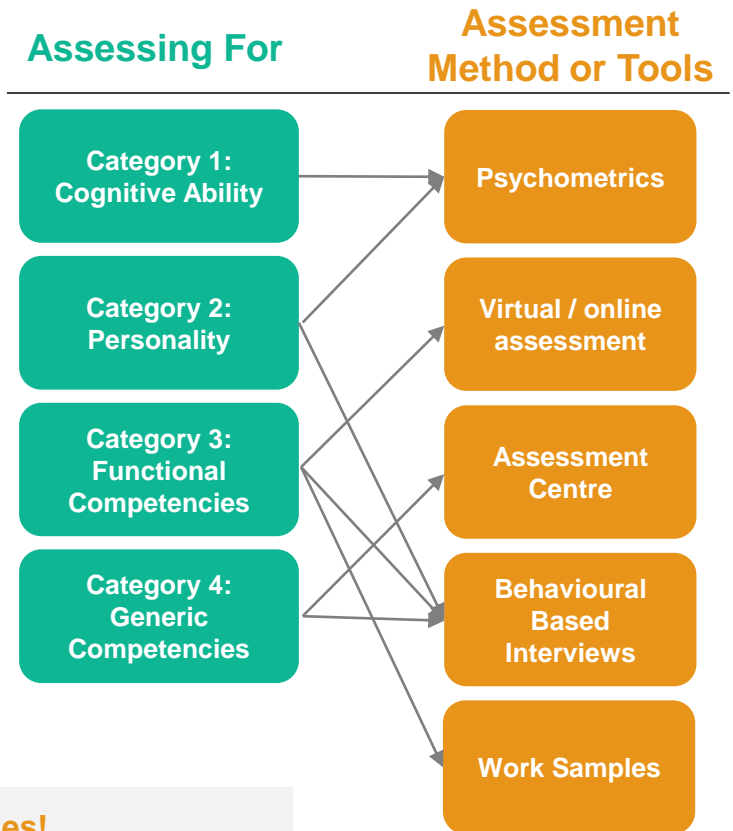
CURATE AN ONBOARDING PLAN FOR NEW HIRES

- Establish a detailed onboarding plan to welcome and equip new hires

- Assign supervisors to ensure all onboarding tasks are executed

- Coordinate across departments to run common onboarding programmes (i.e. HR briefing, IT security briefing, etc)

ESTABLISH A BUDDY SYSTEM TO ASSIMILATE NEW HIRES

- Assign a buddy to new hires to guide and assimilate them into the organisation's culture

- Establish a mentorship program for leadership roles

CONDUCT REGULAR CHECK-INS WITH NEW HIRES DURING PROBATION

- Encourage supervisors to conduct regular conversations with new hires during probation. A 30-60-90 day approach may be adopted

- Onboarding typically ends after probation, when the first performance appraisal is conducted. Have managers establish rapport with new hires and set KPIs moving forward

Onboard Early!
Some of the processes and paperwork should be completed or automated before the new hires' first day (i.e. laptop, employee pass, work station)

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Partnered with your Business Unit heads to understand their manpower requirements to support the business agenda?	
❑ Determined optimal, sub-optimal and critical staffing levels with your Business Unit heads?	
❑ Analysed current capabilities and the manpower gap needed to fill to meet business objectives?	
❑ Identified your critical workforce segments that need to be filled?	**Step 1: Understand Business Objectives**
❑ Assessed whether you have any internal capabilities that would be able to address manpower gaps?	
❑ Determined the quantity and quality of manpower required?	
❑ Ensured that your hiring requirements do not discriminate against age, gender, etc?	
❑ Prioritised your hiring needs based on the criticality of the workforce segments?	
❑ Developed employee profiles based on your hiring needs?	
❑ Identified recruitment channels that are targeted at your required personas?	
❑ Leveraged on government channels to enlarge your pool of local candidates before considering alternatives?	
❑ Identified the organisation's strengths and weaknesses in attracting the required talents?	**Step 2: Target the Right Channel**
❑ Established an employer branding that resonates with your potential talents?	
❑ Communicated consistently about the brand and value proposition across all your sourcing channels?	

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Categorised what types of assessments are to be conducted for the roles to be hired?	
❑ Identified the assessment tools needed based on the categories that would be assessed?	**Step 3: Select Based on Capability and Culture Fit**
❑ Trained your assessors to conduct assessments fairly and consistently?	
❑ Established a detailed onboarding plan from pre-joining to end of probation?	
❑ Assigned supervisors with the responsibility to ensure all tasks in the onboarding plan is executed?	
❑ Coordinated across departments to run common onboarding programmes?	
❑ Assigned at least one buddy to each new hire to guide them during probation?	**Step 4: Integrate New Hire**
❑ Assigned supervisors to conduct regular conversations with new hires during probation?	
❑ Assigned managers to establish rapport with new hires and set KPIs moving forward post-probation?	

TALENT ACQUISITION
WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Sourcing is a reactive process • Selection is not standardised and documented • Employer value proposition is not established	• Sourcing is ad hoc and based on anticipated vacancies • Selection processes or standards vary • Employee value proposition is focused on rewards	• Sourcing is based on workforce demand projections • Selection process is consistent • Employee value proposition considers total employment offering	• Sourcing is actively conducted with effective use of internal and external talent pools • Selection process is consistent and integrated with other HR functions • Employer brand is portrayed consistently	• Sourcing is proactive and based on long-term business priorities • Selection process leverage innovative tools and workforce analytics • Employer branding is compelling and differentiated

WHAT DO YOU CAN CONSIDER DOING…				
• Identifying key sourcing channels • Standardising a selection process • Establishing an employee value proposition	• Conducting active sourcing based on workforce demand projections • Establishing a consistent selection process • Including total employment offering for employee value proposition	• Conducting active sourcing using internal and external talent pools • Integrating selection process with other HR functions • Ensuring a consistent portrayal of the employer branding	• Proactive sourcing based on long-term business priorities • Leveraging innovative tools and workforce analytics for the selection process • Developing a compelling and differentiated employer branding	• Consistently tracking sourcing strategies against quality metrics • Continual investment to strengthen and differentiate employer branding

ADDITIONAL RESOURCES FOR YOU

• How to attract the right talent to successfully compete in the digital world and future-proof your workforce
  ➤ https://www.mercer.com/our-thinking/building-a-talent-ecosystem.html
• How to identify and acquire skilled talent to deliver new business models in the midst of rapid digital change
  ➤ https://www.mercer.com/content/dam/mercer/attachments/private/gl-2017-delivering-the-workforce-for-the-future-mercer-oliver-wyman.pdf

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – RAJAH & TANN

RAJAH & TANN

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Professional, Scientific and Technical Activities	• Average Tenure: 8.1 years • Average Age: 40.5 • % Female: 65% • % Foreign Worker: 2.5%	▪ Talent Acquisition ▪ Career Development ▪ Performance Management	• Provides Flexible Work Arrangements • Encourages Skills Upgrading • Hires and Develops Employees with No Prior Working Experience

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programmes to attract talent	**Industry Dynamics** ▪ High competition for talent with other firms in the legal industry	**Implemented Manpower Planning and Internship Programmes** ▪ Collaborated with the business units to determine the workforce needs two years out ▪ Introduced their marquee program – a highly structured internship program focusing on experiential learning (presentation, attending court sessions) targeted at year 3 and 4 university students ▪ Conducted "Virtual Internship" during the COVID-19 pandemic, a program that focused on both learning in the legal fraternity and bonding activities to keep the interns fully engaged throughout the entire attachment period ▪ Started a 2-week attachment program for A Level graduates and Year 1 and 2 university students to generate early interest ▪ Started annual campus recruitments at local and UK universities	▪ Enabled HR to strategise recruitment drive efforts based on a well defined manpower needs plan ▪ Increased talent pipeline of 200 interns being enrolled every year ▪ Increased conversion rates of interns becoming full-time trainees

WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | **SUCCESS STORIES**

SUCCESS STORIES – MADAME TUSSAUDS

Madame Tussauds
SINGAPORE

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Arts, Entertainment and Recreation	• Data is not provided	• Talent Acquisition • Career Development	• Develops Local Leaders • Reskills at-risk Employees • Hires and Develops Employees with No Prior Working Experience

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programmes to attract talent	**Industry Dynamics** ▪ Tight workforce in the tourism industry which led to high competition for talent	**Platforms Implemented to Recruit Talent** ▪ Leveraged on current employee experience and word of mouth ▪ Implemented policies to attract talent (inviting them to the attraction to experience their potential workplace, 20% off market rate for Merlin Entertainment shares) ▪ Adopted a 'mobile-friendly' recruitment platform to simplify job application process	▪ Enhanced ability to attract talent

ROHDE&SCHWARZ

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Manufacturing	• Average Tenure: 6.7 years • Average Age: 39.8 • % Female: 32.2% • % Foreign Worker: 17%	▪ Career Development ▪ Performance Management	• Re-hires Employees Past Employment Age • Develops Local Leaders

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Talent Acquisition Leverage on outreach programmes to attract talent	**Company Dynamics** ▪ Rohde & Schwarz's philosophy is to hire the right talent from the start, which has been a key success factor for the organisation ▪ To ensure that they get the right talent that they are looking for, they would need to be able to attract as many talents as possible so that they are able to attract and select the best talents	**Emphasised on Building a Strong Employer Brand** ▪ Focused on enhancing brand by conducting global engineering competitions, inviting students from around the world to participate. Winning team gets an all-expenses paid trip to Munich to compete there ▪ Attracted graduates by offering scholarships without any bond ▪ Attracted Polytechnic students through scholarship and sponsored German language courses for them to enter university in Munich ▪ Attracted ITE students through the Earn and Learn and ITE Apprenticeship program, which resulted in some hires as well	▪ Strengthened employer branding across all tertiary institutions ▪ Attracted cream of the crop talents to join the organisation ▪ Developed a steady talent pipeline for the organisation

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

IMPLEMENTATION TOOLKIT

MODULE 2:PERFORMANCE MANAGEMENT

A continual process of cultivating an environment which **enables employees to excel** and accomplish the organisation's goals

Establish collective objectives that are quantifiable and verifiable to focus employees' efforts towards achieving them

Assess and review employees' performances to **embark on a comprehensive action plan**

Provide steadfast support to employees in their personal growth and learning

Maintain ongoing engagement to **create a feedback-rich work environment**

PERFORMANCE MANAGEMENT
MAKING THE CASE FOR CHANGE

IMPORTANCE OF GOAL CLARITY

Goal clarity provides an employee with a sense of how they connect to overall business purpose and make an impact

FOR EMPLOYERS
Goal Cascading from Top to Bottom
Culture of Trust and Transparency

FOR EMPLOYEES
Understand How One's Role and Performance Impact the Organisation

TALENTS WANT TO KNOW WHERE THEY STAND

Thriving employees are 4x more likely to work for an organisation that understands their unique skills and interests

FOR EMPLOYERS
Identifying Key Talent
Rewarding Performance Equitably

FOR EMPLOYEES
Feel Recognised and Appreciated for One's Performance

MEANINGFUL FEEDBACK

Employees want to work for companies that take the effort to get to know them personally and help them navigate in their professional development journey

FOR EMPLOYERS
Trained Managers on Performance Conversations and Engagement

FOR EMPLOYEES
Understand One's Blind Spots
Feel Valued as Part of a Team

"People are our most important asset. All of our strengths in the company are derived from the strength of our people"

– Marie Lee, ExxonMobil

PERFORMANCE MANAGEMENT
IMPLEMENTATION PLAN

1 SET STRATEGIC PM PHILOSOPHY

- Establish strategic organisational goals with senior leadership
- Gather key stakeholders' perspectives on achieving those goals

2 CASCADE AND COMMUNICATE GOALS

- Cascade corporate goals through business units, to functions, down to the individuals, ensuring alignment to both corporate and personal goals
- Communicate strategic objectives and how each performance measure supports its achievement

PERFORMANCE MANAGEMENT

4 EVALUATE AND REWARD PERFORMANCE

- Provide differentiated rewards between high and low performers across the performance scale
- Empower managers to provide discretionary rewards
- Conduct performance conversations and set new goals for the next year, reinforcing desired behaviours

3 MANAGE PERFORMANCE

- Track performance against targets and schedule periodic performance reviews
- Seek multiple sources of feedback
- Equip managers with the ability to:
  - Drive performance within their teams
  - Evaluate performance fairly
  - Conduct performance conversations
  - Coach poor performers

ESTABLISH STRATEGIC ORGANISATIONAL GOALS

HR Has a Role to Play!
Goals might be set by the business, but HR plays a strategic role in ensuring that those goals can be met

MULTI-YEAR GOALS & STRATEGIES

CORPORATE

IMMEDIATE FY

GOALS & STRATEGIES
• Thrusts
• KPIs
• Targets

Drive →
← Inform

MEDIUM-TERM

GOALS & STRATEGIES
• Thrusts
• KPIs
• Targets

Drive →
← Inform

LONG-TERM

GOALS & STRATEGIES
• Thrusts
• KPIs
• Targets
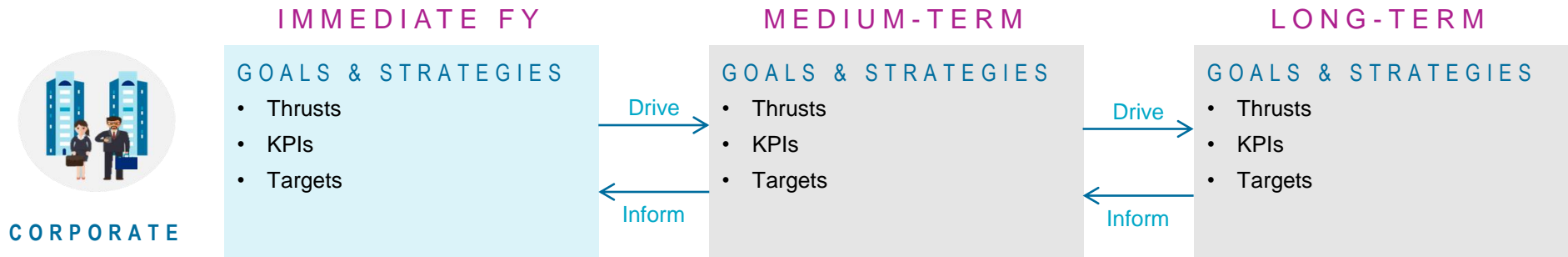
• Establish strategic organisational goals with senior leadership, detailing the key thrusts, KPIs and targets needed in the short, medium and long term to support their vision and the immediate-term should be informed by medium-term and medium-term by long-term

• Provide strategic HR advice on whether the goals can be met based on the current workforce capabilities and what needs to be done to support those goals

• Gather key stakeholders' perspectives (i.e. business unit heads, country leads, etc) on their current capabilities and ability to meet those goals

• Identify the HR support required by business heads to meet the organisation's short and medium term goals

CASCADE CORPORATE GOALS DOWN TO INDIVIDUALS

Provide a Clear Line of Sight!
Employees are more engaged and motivated in meeting their performance goals when they can see how their actions influence the success of the organisation

IMMEDIATE FY | MEDIUM-TERM | LONG-TERM

CORPORATE

GOALS & STRATEGIES
- Thrusts
- KPIs
- Targets

Drive →
← Inform

GOALS & STRATEGIES
- Thrusts
- KPIs
- Targets

Drive →
← Inform

GOALS & STRATEGIES
- Thrusts
- KPIs
- Targets

Inform ↓ ↑ Drive

FUNCTIONS & TEAMS

GOALS & STRATEGIES
- Initiatives
- KPIs
- Targets

Drive →
← Inform

GOALS & STRATEGIES
- Initiatives
- KPIs
- Targets

Inform ↓ ↑ Drive

INDIVIDUALS

GOALS
- Activities
- KPIs
- Targets

- Cascade corporate goals through business units down to individual employees, ensuring alignment

- Communicate strategic objectives and how each performance measure supports those objectives

- Set SMART goals and document them. Emphasise the importance of measurability as that would lay a foundation for an objective and fair appraisal system

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

PERFORMANCE MANAGEMENT
STEP 3: MANAGE PERFORMANCE

FINANCIAL YEAR

Corporate Business Planning

Performance Cascading

Goal-Setting

Goal Attainment

Evaluation & Rewards
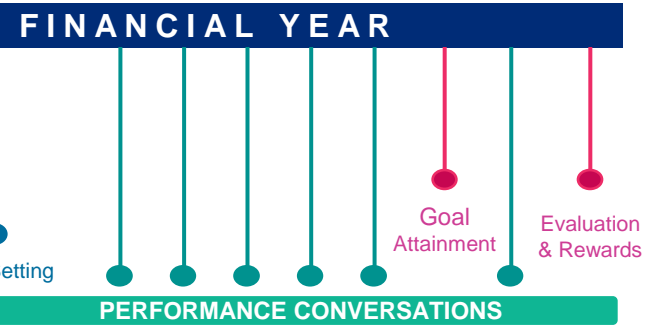
PERFORMANCE CONVERSATIONS

TRACK PERFORMANCE

- Track performance against targets and schedule periodic performance reviews (e.g. monthly, quarterly, by project milestones)

- Seek multiple sources of performance feedback (e.g. self, manager, peers, customers) to provide a fair and holistic assessment

EQUIP MANAGERS

- Prior to each formal performance review, conduct trainings for managers to equip them with the ability to:
  - Drive performance within their teams
  - Evaluate performance fairly
  - Conduct performance conversations
  - Coach poor performers

CONDUCT PERFORMANCE CONVERSATIONS

- Managers should conduct formal performance conversations at least twice a year and have frequent informal conversations

- Performance conversations allow managers to:
  - Manage employee expectations
  - Give employees an opportunity voice their opinion
  - Identify performance gaps
  - Intervene in a timely manner to address poor performance

Equip Your Managers!
A key success factor of the performance management process is how well managers are trained to conduct performance conversations and coach their direct reports

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

PERFORMANCE MANAGEMENT
STEP 4: EVALUATE AND REWARD PERFORMANCE

DIFFERENTIATE REWARDS

Power of Peer Influence
Having role models to champion certain desired behaviours are great motivators and provide an avenue where employees can learn from each other

- Consolidate, calibrate and communicate performance ratings

- Provide differentiated rewards between high and low performers

- Cultivate a strong pay-for-performance culture within the organisation. Organisations should reward employees fairly, taking into account factors such as ability, performance, contribution, skills, knowledge and experience

EMPOWER MANAGERS

- Empower managers to recognise and reward non-KPI measures (i.e. exhibiting corporate values, going the extra mile to help colleagues, etc) by setting aside discretionary monetary or non-monetary rewards such as:

  - Cash award
  - Recognition award (i.e. best employee of the year)
  - Additional leave days

REINFORCE DESIRED BEHAVIOURS

- Address the past year's performance gaps and set new goals for the next year

- Reinforce desired behaviours by recognising, rewarding and cultivating them.

- Identify role models within the organisation to be champions of certain desired behaviours (i.e. innovative spirit, lifelong learner, etc)

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Established / formulated strategic goals with the business leaders? ❑ Classified the established goals into different time-frames (short, medium and long term)? ❑ Gathered leadership team's perspectives on achieving the goals and identified HR's role in achieving the goals?	**Step 1: Set Strategic PM Philosophy**
❑ Cascaded organisational goals from top management down to individual employees? ❑ Communicated and engaged employees on how their goals contribute to that of the organisation? ❑ Ensured that the goals are SMART and documented them accordingly?	**Step 2: Cascade and Communicate Goals**
❑ Established a performance tracking system and a performance review schedule? ❑ Equipped line managers with necessary knowledge and skills to manage performance and coach employees? ❑ Established performance conversation guidelines?	**Step 3: Manage Performance**
❑ Established a performance differentiation framework and calibration process? ❑ Established a rewards framework based on performance and provide some form of discretionary allowance for managers to reward their employees? ❑ Ensured that performance conversations were conducted and documented accordingly? ❑ Identified role models within the organisation to champion certain desired behaviours as defined by the organisation?	**Step 4: Evaluate and Reward Performance**

PERFORMANCE MANAGEMENT
SELF ASSESSMENT: WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Goal-setting is not formalised and/or documented • Performance feedback not provided to employees	• Goal-setting is not standardised and does not involve employees • Performance feedback occurs during the annual performance appraisal process	• Goals are defined and documented with alignment between individual, team and business goals • Multi-source performance feedback occurs at least twice a year	• Goal are determined by both employees and managers, with alignment between individual, team and business goals • Frequent feedback provided on an ongoing basis	• Behavioural, outcome and shared goals are defined to advance business goals • Frequent and real-time feedback provided to employees, with ongoing performance coaching conducted by managers
WHAT DO YOU CAN CONSIDER DOING…				
• Formalising goal-setting process • Providing performance feedback to employees	• Standardising and involving employees in the goal-setting process • Providing employees with feedback at least twice a year	• Ensuring the alignment of individual, team and business goals • Providing frequent feedback to employees on an ongoing basis	• Defining both behavioural and outcome goals • Providing employees with real-time feedback and performance coaching	• Ensuring that managers, HR and employees are effective and jointly accountable for quality performance conversations • Focusing performance assessment around development needs and career goals

ADDITIONAL RESOURCES FOR YOU

- How to make the business case for performance measure selection and goal setting
  - https://www.mercer.com/our-thinking/career/executive-rewards-perspective-beyond-benchmarking.html
- How to maximise the impact of performance management
  - https://www.mercer.us/our-thinking/time-to-take-a-stand-on-performance-management.html

SUCCESS STORIES – SHELL

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Energy and Power	• Data is not provided	▪ Succession Management ▪ Performance Management ▪ Strategic Workforce Planning	• Re-hires Employees Past Employment Age • Redesigns Jobs for Older Workers • Provides Flexible Work Arrangements • Develops Local Leaders

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Performance Management Modification of performance metrics to provide meaningful feedback	**Metrics** ▪ Current rating system tend to give too much room for subjectivity and hence sparks debate ▪ Too many goals for the employee	**Enhancement of Performance Management Framework and Process** ▪ Created a 9-grid matrix which provided for a more meaningful and comprehensive performance rating system ▪ Employees were limited to setting 5 Business and 3 Functional (leadership) goals ▪ Empowered line managers to own the Performance Management process which was in line with company's strategy to better equip their line managers	▪ Performance results generated were more meaningful and reduced debates between employees and managers ▪ Greater clarity on KPIs for employees ▪ Line managers started to own the PM process

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – KPMG

KPMG

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Professional, Scientific and Technical Activities	• Average Tenure: 4.4 years • Average Age: 32.4 • % Female: 58% • % Foreign Worker: 19.2%	▪ Career Development ▪ Performance Management ▪ Talent Acquisition	• Provides Flexible Work Arrangements • Develops Local Leaders • Encourages Skills Upgrading • Reskills at-risk Employees

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Performance Management Measures implemented to place emphasis on employees' performance and feedback	**Company Dynamics** ▪ The company works in a partnership model with its clients and operate in a project-based where employees are involved in multiple projects ▪ Lack of consistent managerial oversight over time as employees are involved in multiple projects with different managers	**Implementation of New Metrics** ▪ Recently implemented Success Factors which was rolled out from Global HQ ▪ Goals are determined between managers and employees. KPMG has a goal library to guide employees on goal setting based on their levels ▪ People managers are encouraged to have a catch-up with their direct reports at least 4 times annually ▪ Overcame lack of managerial oversight by implementing an engagement review feedback process. After every project, Project Leads would need to submit a performance review of members to keep their respective managers updated	▪ Enhanced goal clarity and expectation setting ▪ Improved employee participation in the goal setting process ▪ Increased touch points for managers to get performance input of their employees ▪ More timely performance feedback

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – UE PARK AVENUE

park avenue
HOTELS & SUITES

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Hotel and Accommodation Services	• Average Tenure: 2.8 years • Average Age: 36.9 • % Female: 71% • % Foreign Worker: 38%	▪ Career Development ▪ Performance Management ▪ Talent Acquisition	• Re-hires Employees Past Employment Age • Redesigns Jobs for Older Workers • Provides Flexible Work Arrangements

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Performance Management Strengthened performance metrics and increased emphasis on performance feedback	**Industry Dynamics** ▪ Different properties would have different levels of performance expectations **Company Dynamics** ▪ Property-specific KPIs would need to be set instead of a common KPI across all properties	**Adoption of New Metrics** ▪ Set a combination of KPIs (financial measure, Tripadvisor rating) and competencies to determine performance ratings ▪ Developed property-specific balance scorecards indicating their target and achievement in 4 factors – financial, reputation, people and process ▪ Developed a competency framework, assessing all employees based on 6 core competencies ▪ Greater HR involvement in performance calibration across properties, ensuring appraisals are consistently applied ▪ Placed a greater emphasis on daily mentoring and behavioral correction by the supervisors	▪ Established a performance management framework ▪ Ensured that appraisals took into account how results are achieved on top of the results itself ▪ Greater HR involvement with line managers and ground staff to align performance expectations across properties

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

IMPLEMENTATION TOOLKIT

MODULE 3:CAREER DEVELOPMENT

Value-adding to an individual's development through **bespoke learning to shape their growth** and remain competitive in a constantly changing workforce

Links employees' motivations to the organisation's talent management strategy.

Encourage a **culture of learning and self-development** through forecasting emerging skills and closing skill gaps.

Establish connections amongst peers to exchange expertise and facilitate knowledge transfer.

Accelerate employees' careers through credentialing their achievements and quantifying their progress.

Build a **sustainable, future-proof and adaptable approach** to the management of employees' careers.

CAREER DEVELOPMENT
MAKING THE CASE FOR CHANGE

THE UNICORN PROBLEM

'I need to hire another Alan'

'I need a mini-Jane for this project'

What seems like unique individual talent is actually a cluster of functional and core proficiencies that can be replicated. Instead of expecting to hire employees that are fully competent with ready skills, organisations need to continually invest in developing their employees

FOR EMPLOYERS
Developing a Library of Functional and Core Competencies

FOR EMPLOYEES
Developing Skills that are Relevant to one's Organisation

EMPLOYEE RETENTION

Employees want to better understand how to grow their careers. According to one of Mercer's researches, 33% of employees are stuck in a job, not a career; and most would stay longer if they had a career path
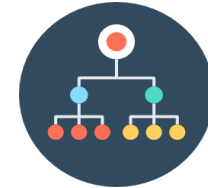
FOR EMPLOYERS
Providing Development Opportunities Coaching and Mentoring Employees

FOR EMPLOYEES
Charting and Owning One's Career Stepping Out of Comfort Zone

STRUCTURE AND FLUIDITY

Vertical career paths provide clarity for employees' to identify future growth opportunities and the skillsets required to reach those levels. Horizontal career paths allow employees to move fluidly across job functions for cross development of skills

FOR EMPLOYERS
Foundation for Succession Management and Workforce Planning

FOR EMPLOYEES
Career Opportunities and Growth Sense of Progress

"At CapitaLand, we recognise that a company is only as successful as its people. CapitaLand's strength lies in the diversity of talent, expertise and experience of our global workforce."

– Tan Seng Chai, GCEO, CapitaLand Limited

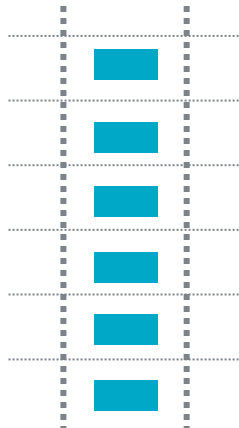| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

CAREER DEVELOPMENT
IMPLEMENTATION PLAN

1. DESIGN CAREER STRUCTURE

- Design organisational career structure based on Career Levels, Career Streams and Job Families

2. DEVELOP A COMPETENCY FRAMEWORK

- Determine current and future skills essential for all roles
- Develop a competency framework based on consolidated skills

3. CONDUCT LEARNING NEEDS ANALYSIS

- Assess incumbents against competency framework and identify competency gaps
- Consolidate learning needs across the entire organisation

4. ESTABLISH TRAINING ROADMAP

- Develop training roadmaps and programmes with business unit heads for their respective units
- Curate individual development plans with managers

5. PRIORTISE AND IMPLEMENT TRAINING

- Prioritise training to address critical skills gaps
- Develop organisation-wide training calendar
- Review learning effectiveness

CAREER DEVELOPMENT

Design the organisation's overall career structure based on Career Levels, Career Streams and Job Families based on the questions posed below:
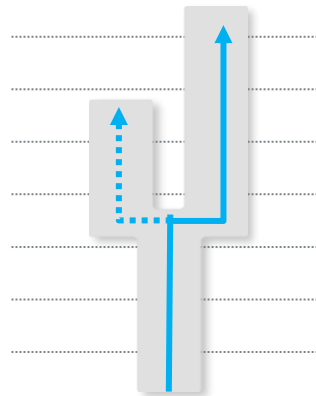

CAREER LEVEL

The hierarchical position of a job within a career stream differentiated by changes in scopes and responsibilities

How many rungs are there in the career ladder? What differentiates them?

CAREER STREAM

Career type within the organisation, characterised by unique responsibilities. Explore if a specialisation track could be established

Does your organisation have a management and technical career track?

JOB FAMILIES

Generally recognised major professional area, often requiring a unique set of skills
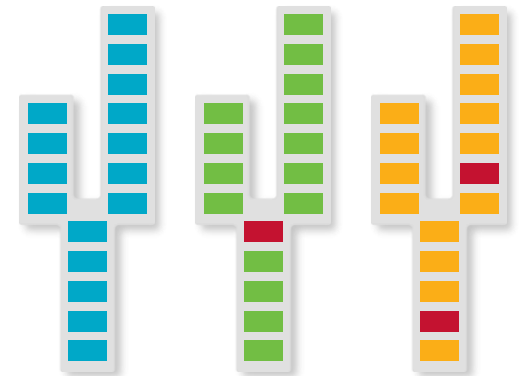
How are jobs organised in your organisation and what are the pathways?

CAREER DEVELOPMENT
STEP 2: DEVELOP A COMPETENCY FRAMEWORK

DETERMINE SKILLS NEEDED FOR JOB ROLES

DEVELOP COMPETENCY FRAMEWORK

- Develop a competency framework from the competency library and scale them according to proficiency levels, mapping them back to role profiles
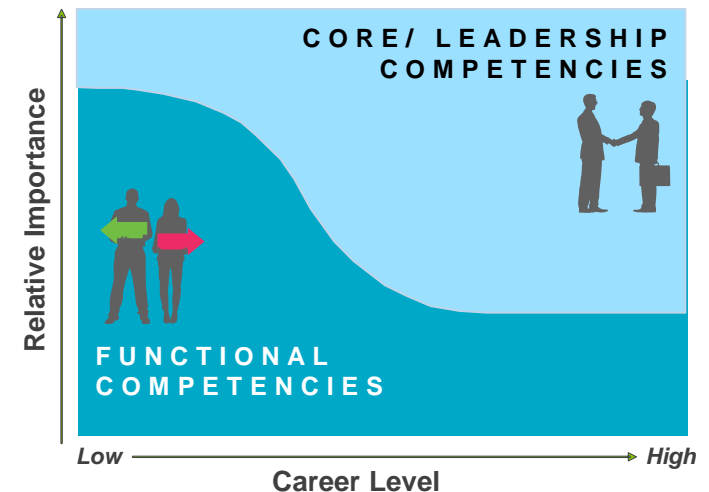
- Establish Role Profiles for all roles, identifying critical competencies, without which the work and performance of the incumbents will be severely hindered

WHAT is expected of me?

HOW can I get there?

Role Profile

- Form a competency library from the consolidated competencies across role profiles

COMPETENCY LIBRARY

Role A

Role B

Success Profile Role A

Success Profile Role B

Typical types of competencies:
- **Core**: behaviours that are expected across all / most roles
- **Leadership**: critical behaviours expected of roles that lead others
- **Functional**: unique knowledge and skills that are related to job family / functional area

CORE/ LEADERSHIP COMPETENCIES

FUNCTIONAL COMPETENCIES

Relative Importance

Low — High

Career Level

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

CAREER DEVELOPMENT
STEP 3: CONDUCT LEARNING NEEDS ANALYSIS

ASSESS CURRENT INCUMBENTS

- Assess employees against their role profiles, identifying competency gaps

- Evaluate competent employees to be promoted against their future roles. Equip them with the necessary skills early to help them succeed in their future roles

- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential

CONSOLIDATE LEARNING NEEDS

- Consolidate learning needs across the organisation, working with heads to prioritise training needed within their respective business units

- Segment learning needs based on their delivery method, such as:

  - On the job learning
  - E-learning
  - Mentorship
  - Short term classroom training
  - Long term training programmes

- Leverage on government curated courses such as SkillsFuture courses and tap on government grants to upskill your workforce

Learn with a Purpose!

Organisations that were able to strongly tie learning needs and performance management were better able to engage their employees in training as employees could see the benefits of training, apply the learnings in their daily work and not treat training as just a check in the box

DEVELOP TRAINING ROADMAPS

- Engage business units to develop training roadmaps for their respective functions

- Garner support and commitment from business heads to ensure that their employees are given the training and development opportunities

- Ensure that demographic factors such as gender, age, etc. do not affect career development opportunities.

- If there are some re-balancing that needs to be done in the organisation (i.e. male and female leadership representation), develop training roadmaps to address those needs

CURATE INDIVIDUAL DEVELOPMENT PLANS

- Curate individual development plans with managers, documenting their direct reports' development plans and aspirations for growth

- Consider implementing a 70-20-10 learning model (70% on the job, 20% self learning, 10% formal training) in each IDP

- Tag assigned trainings the organisation's competency framework and role profile to justify the need for training

- Obtain commitment from both managers and employees that they will ensure that training and development opportunities will be provided and completed

Cultivate a Growth Mindset Culture!
Employees learn best when they are personally invested in their own learning. Organisations that cultivate a growth mindset in their employees often find that employees are self driven to learn the skills that they need on their own and put them into practice

CAREER DEVELOPMENT
STEP 5: PRIORTISE AND IMPLEMENT TRAINING

PRIORITISE CRITICAL TRAINING

- Prioritise critical trainings to be conducted
- Consolidate training demand across the organisation
- For low priority or low demand trainings, consider alternatives to address learning needs (i.e. free online courses, self directed learning, peer to peer sharing, etc.)

DEVELOP TRAINING CALENDAR

- Develop training calendar for the entire organisation
- For controlled trainings, have managers nominate their employees
- For open trainings, allow employees to self register and learn at their own time
- Document trainings attended in employees' IDPs

REVIEW LEARNING EFFECTIVENESS

- Engage managers and analyse learning effectiveness based on the following slide

Balance Between Operational and Training Needs
Organisations often face issues with employees pulling out of scheduled trainings due to operational demands. Educate managers on the importance of training and have them commit to the trainings in advance, planning for sufficient manpower during training days. If necessary, penalise business units for late withdrawals or absences (i.e. no show fees)
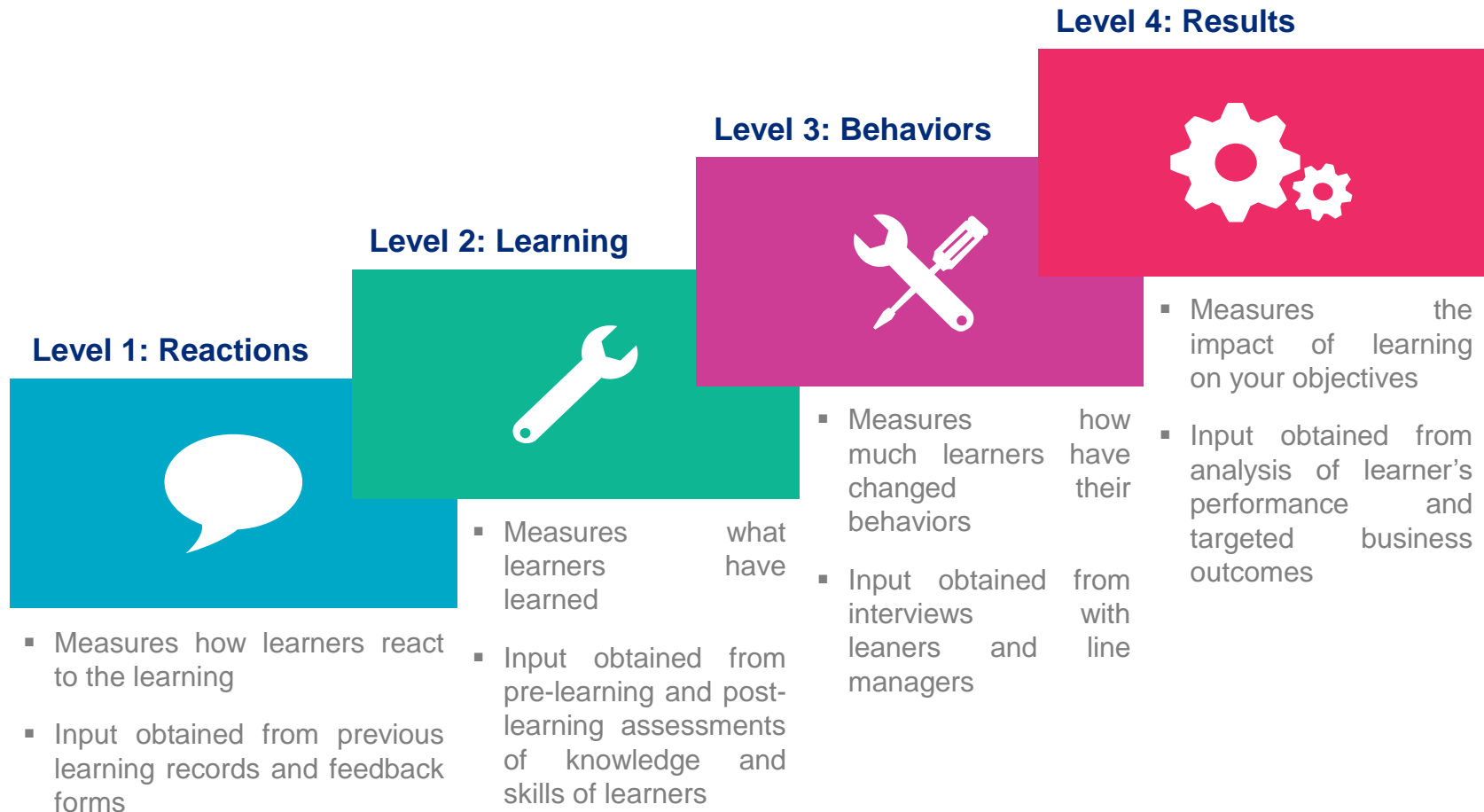
MEASURING LEARNING EFFECTIVENESS

Level 4: Results

Level 3: Behaviors

Level 2: Learning

Level 1: Reactions

- Measures how learners react to the learning
- Input obtained from previous learning records and feedback forms

- Measures what learners have learned
- Input obtained from pre-learning and post-learning assessments of knowledge and skills of learners

- Measures how much learners have changed their behaviors
- Input obtained from interviews with leaners and line managers

- Measures the impact of learning on your objectives
- Input obtained from analysis of learner's performance and targeted business outcomes

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Designed your organisation career framework based on Career Levels, Career Streams and Job Families?	**Step 1: Design Career Structure**
❑ Created a role profile for each role in the organisation containing competencies required to perform the role? ❑ Identified common competencies among roles and created a competency library? ❑ Developed your organisation competency framework with different proficiency levels and map the competencies back to the role profiles?	**Step 2: Develop a Competency Framework**
❑ Conducted competency assessment on your employees using their role profile? ❑ Assessed your potential / competent employees against their future role profiles? ❑ Ensured that employees are given equal chance to be trained and developed based on their strength and weakness? ❑ Identified organisation learning needs and set learning priorities? ❑ Segment learning needs based on delivery methods? ❑ Leveraged on government grants to supplement your organisation's learning needs?	**Step 3: Conduct Learning Needs Analysis**

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Developed a training roadmap for each of your organisation's business units? ❑ Had all of the employees to create their individual development plans with their managers? ❑ Ensured that employees are given the chance to attend trainings or other learning activities based on the identified needs? ❑ Developed a training course library that is tagged to the organisation's competency framework? ❑ Gotten the employees and managers to commit to the implementation of the individual development plan?	**Step 4: Establish Training Roadmap**
❑ Consolidated the organisation's training needs? ❑ Developed a training calendar for the organisation? ❑ Conduct training based on budget and organisation's priorities? ❑ Provided alternative training sources for low demand or low priority training needs? ❑ Documented / recorded employees' training activities? ❑ Assessed the effectiveness of the respective training programmes?	**Step 5: Prioritise and Implement Training**

CAREER DEVELOPMENT
SELF ASSESSMENT: WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Career management process is not formalised • Learning opportunities are few and inconsistent	• Career paths established for leadership positions and progression is based on recent performance • Generic training programmes are implemented	• Career paths established for all critical roles • Training and development practices are institutionalised	• Career paths established for all roles and progression is based on structured guidelines • Training and development programmes are consistently measured for effectiveness	• Career paths and progression are structured and planned with active employee involvement • Employee learning is seen as a differentiated competitive business advantage and is being continuously improved upon

WHAT DO YOU CAN CONSIDER DOING…				
• Establishing career paths for leadership positions • Implementing generic training programmes for employees	• Establishing career paths for all critical functions and roles • Institutionalising training and development practices	• Establishing career paths for all roles • Investing in and measuring training and development programmes for effectiveness	• Involving employees in the career pathing process • Continuously improving employee learning programme	• Conducting formal experiments for rapid design-test-learn iteration loops to make organisation design a distinctive lever for achieving competitive advantage

ADDITIONAL RESOURCES FOR YOU

- How business leaders, HR, managers and employees can play a role in developing and supporting an effective career framework
  - https://www.mercer.com/content/dam/mercer/attachments/private/gl-2018-career-frameworks-whose-role-is-it-mercer.pdf
- How to empower your workforce with digital career pathing
  - https://www.mercer.com/content/dam/mercer/attachments/private/gl-2018-career-frameworks-empowering-a-thriving-workforce-with-digital-career-pathing-mercer.pdf

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – TÜV SÜD PSB

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Professional, Scientific and Technical Activities	• Average Tenure: 10.3 years • Average Age: 42 • % Female: 37% • % Foreign Worker: 13.7%	▪ Performance Management ▪ Succession Management ▪ Workforce Analytics	• Re-hires Employees Past Employment Age • Redesigns Jobs for Older Workers • Provides Flexible Work Arrangements • Develops Local Leaders

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Career Development Implementation of various programmes to develop and nurture employees	**Metrics** ▪ Unstructured performance feedback processes	**Enhancement the Performance Management process** ▪ Goals are clearly defined at the beginning of the year with Balanced Scorecard approach ▪ Regular conversation on top of formal one which happens at the end of the year. Once set, goals and KPIs are fixed however external or environment factors are taken into consideration during the performance appraisals ▪ A system is in place for employees to view their goals and KPIs and create action plans with their managers in order to achieve them ▪ Poor performing employees are given coaching and training before being placed on a structured PIP	▪ Managers are encouraged to conduct regular ongoing performance feedback with employees ▪ Employees are able to revisit their goals and KPIs and use the system to collaborate with their managers

DB SCHENKER

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Transportation and Storage	• Data Not Available	▪ Talent Acquisition ▪ Succession Management ▪ Career Development	• Develops Local Leaders • Develops Locals to Take on Senior Leadership Roles • Redesigns Jobs for Older Workers • Provides Flexible Work Arrangements

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Career Development Implementation of various programmes to develop and nurture employees	**Company Dynamics** ▪ Lack of Career Development programmes to support career progression	**Innovation and Leadership themed Learning sessions** ▪ Organised online Google Classrooms to spur innovation and an annual 3-day design challenge to stimulate employees' design thinking ▪ Encouraged learning by campaigning and exhibiting examples of employees who took a leap of faith in developing themselves in leadership and digital skillset ▪ In the midst of creating a competency and job design framework for employees to gain clarity on their roles ▪ Provided high potentials overseas development opportunities	▪ Increased innovation projects to improve current systems ▪ Increased employees' motivation to develop themselves and learn outside their current roles

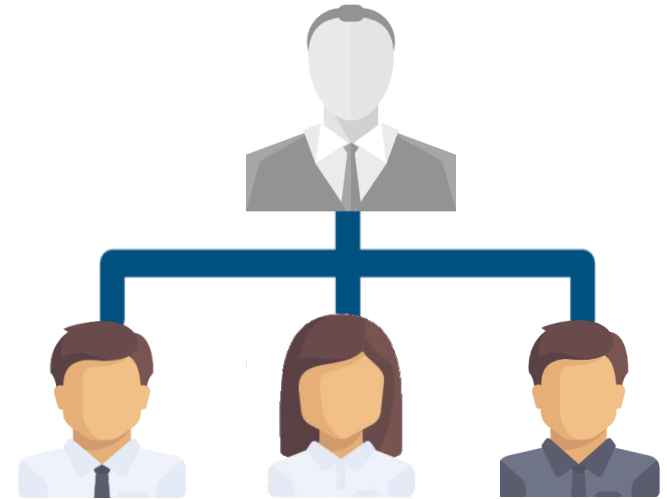| WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

IMPLEMENTATION TOOLKIT

MODULE 4:SUCCESSION MANAGEMENT

The **prudent planning and cultivation** of a pool of capable leaders poised to effectively **fulfil key leadership gaps**

Increase availability of diverse employees and **enhances the organisation's ability to advance leaders** who embody their stated beliefs.

Enrich career development opportunities for emerging leaders, driving greater engagement and retention.

Develop a business' talent bench strength to provide **insurance against unexpected changes** within an organisation.

Facilitate smooth business operations through **greater organisational stability** and resilience in the pursuit of delivering uninterrupted excellence.

Make high-quality decisions around promotion and developmental investments due to the **effective use of data and organisational input to make informed choices.**

SUCCESSION MANAGEMENT
MAKING THE CASE FOR CHANGE

DEMAND FOR AGILE, INNOVATIVE LEADERS

Digitalisation and the era of disruption creates the **demand for agile and innovative leaders** who are equipped to **perform and thrive in a larger and more complex environment** as organisations continue to grow

FOR EMPLOYERS
Cross Developing Leadership Talent
Exposure Beyond Own Organisation

FOR EMPLOYEES
"M" Type Employee, Having Breadth and Depth in Knowledge and Skills

THE KEY TO STRONG AND HEALTHY COMPANY CULTURE

A well-managed upward flow of talent over time ensures that **employees have the opportunity to develop** and the **best people are placed in positions of influence**, thereby improving retention rates

FOR EMPLOYERS
Retention of Leadership Talent
Success Rate of Succession Plans

FOR EMPLOYEES
Engaging Managers on Personal Career Aspirations

HEALTHY INTERNAL PIPELINE

An abundant talent pipeline filled with **high-potential successors** enables the organisation to adopt a **strategic approach in developing and rotating talents** around business units and maximise Total Shareholder Returns

FOR EMPLOYERS
Flooding the Talent Pipeline
Providing Development Opportunities

FOR EMPLOYEES
Greater Development Opportunities
Higher Competition Amongst Talents

"We are here because of our people. These people are the ones who drive the organisation and whom we can work with to bring the company to the next level."

– Joseph Foo, Chairman, Jason Electronics

SUCCESSION MANAGEMENT
IMPLEMENTATION PLAN

SUCCESSION MANAGEMENT

1 FORM A TALENT COUNCIL AND IDENTIFY CRITICAL POSITIONS

- Form a Talent Council consisting of senior leadership and HR
- Determine critical positions which significantly impact and directly contribute to the achievement of organisational goals

2 ANALYSE THE SUCCESS PROFILES OF CRITICAL POSITIONS

- Analyse the critical positions and establish success profiles based on desired competencies and behaviours that would be most ideal for the positions

3 IDENTIFY AND BUILD A LEADERSHIP PIPELINE

- Determine optimal number of successors required per critical position
- Identify the employees via various assessments based on designed success profiles

4 DEVELOP AND TRACK PROGRESSION OF THE SUCCESSORS

- Identify the competency gap
- Design an Individual Development Plan based on 70:20:10 model
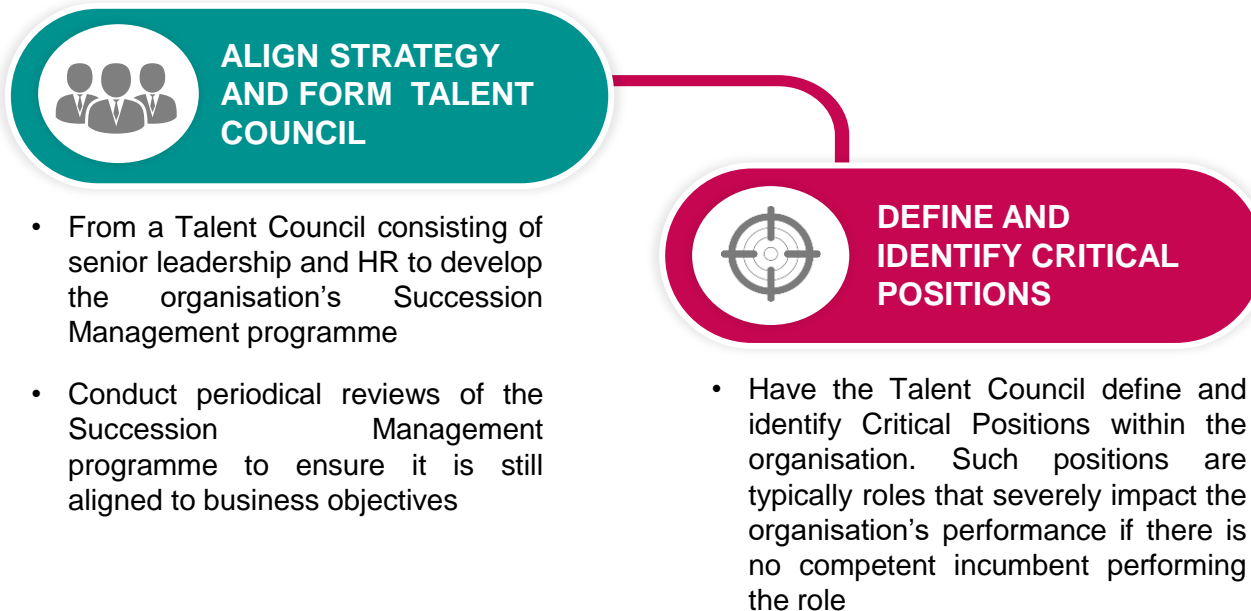- Track the progression of these Talents

SUCCESSION MANAGEMENT
STEP 1: FORM A TALENT COUNCIL AND IDENTIFY CRITICAL POSITIONS

ALIGN STRATEGY AND FORM TALENT COUNCIL

- From a Talent Council consisting of senior leadership and HR to develop the organisation's Succession Management programme

- Conduct periodical reviews of the Succession Management programme to ensure it is still aligned to business objectives

DEFINE AND IDENTIFY CRITICAL POSITIONS

- Have the Talent Council define and identify Critical Positions within the organisation. Such positions are typically roles that severely impact the organisation's performance if there is no competent incumbent performing the role

ANALYSE THE CRITICAL POSITIONS' SUCCESS PROFILE

- Elaborate on the identified Critical Positions and determine key differentiators:
  - What are the competencies required of the Critical Positions?
  - Attributes, experiences, motivators, and derailers
  - Does the organisation currently have enough Headcount with the required competencies?

CATEGORIES OF SUCCES CHARACTERISTICS

EXPERIENCE
- Size, scale, scope & complexity
- Variety and breadth
- Depth
- Track record

AMBITION
- Drive
- Motivation
- Career interests

LEADERSHIP
- Values
- Capabilities
- Derailers

Success Profiles can be applied across job families within the same leadership level. Alternatively, they can include a combination of leadership and functional knowledge for a more targeted assessment and development application.

DETERMINE NUMBER OF SUCCESSORS

- Ideally, a pool of Successors / High Potentials (Hi Pos) form 10%-15% of the total organisation's population

- These are the employees who are identified and planned to be developed to assume key leadership positions in the future

IDENTIFY AND ASSESS THE CANDIDATES FOR SUCCESSORS

- Establish the criteria to be considered as a Successor (i.e. historical performance, competencies, potential for growth, etc)

- Determine method of assessing Successors, balancing between effectiveness and practicality. A few assessment methods are:

  - Formal assessment: usually to measure key competencies
  - Assessment Centre
  - Gamification
  - Nomination / 360-feedback from direct supervisors and team members

Gamification

Similar to talent acquisition, machine learning algorithms can be used to improve quality of decision-making by predicting the leadership potential of an individual based on a pre-defined 'success' profile

Virtual Assessment Centres

Readiness can be assessed in a realistic and engaging manner by simulating a work environment

Activities can be mapped to the Career Framework and talent management processes

IDENTIFY GAP AND CREATE INDIVIDUAL DEVELOPMENT PLANS

- Once Successors are identified, update their Individual Development Plans, with the goal of preparing them to assume Critical Positions

- Many organisations use the 70-20-10 model as a guide to plan holistic development activities for their Successors

70%
EXPERIENCE
(Project involvement,, job postings, career rotations)

20%
EXPOSURE
(coaching and mentoring)

10%
EDUCATION
(Certifications, Workshops, Courses, Conferences, Seminars)
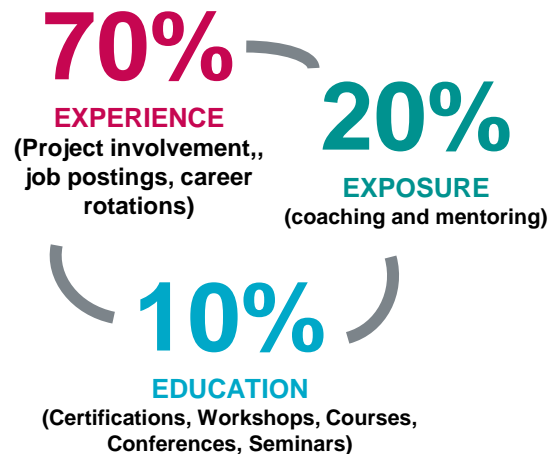
TRACK PROGRESSION AND DEVELOPMENT

- Set success factors of the program such as:
  - Realisation of the Individual Development Program
  - Successors' drop / attrition rate
  - Successors' readiness to assume Critical Positions

- Successors' development and readiness have to be followed and documented closely. These factors and metrics should be discussed during regular Talent Council meetings to improve on the program

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Formed a Talent Council to own, review and make key decisions with regard to the Succession Management program? ❑ Identified the Critical Positions of your organisation?	**Step 1: Form a Talent Council and Identify Critical Positions**
❑ Determined the competencies and other attributes required for each Critical Position and determined whether the organisation have enough capable headcount to fill those Critical Positions?	**Step 2: Develop a Competency Framework**
❑ Determined the ideal number of successors for your organisation? ❑ Set filtering and assessment criteria to select the successors amongst the employees? ❑ Source for assessment tools and methods to assess potential candidates and conduct the assessment objectively?	**Step 3: Identify and Build a Leadership Pipeline**
❑ Got the successors and business unit heads to develop successors' individual development plan based on their future roles? ❑ Established success factors to determine the effectiveness of the program and reviewed them periodically with the Talent Council? ❑ Monitored and documented successor's development activities and discussed opportunities to improve the succession management program?	**Step 4: Develop and Track Progression for Potentials**

SUCCESSION MANAGEMENT
SELF ASSESSMENT: WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Talent identification is not practiced • Succession planning process is not established	• Talent identification is based on gut feel • Succession planning practices are inconsistent	• Talent identification is based on clearly defined criteria and employee development is tracked • Succession planning process is institutionalised	• Talent identification criteria and tracking of employee development are based on current business goals • Succession planning process is established based on a rationalised construct	• Talent identification criteria and tracking of employee development are aligned to long-term strategic objectives • Succession planning is aligned to business objectives and integrated with career development programmes

WHAT DO YOU CAN CONSIDER DOING…				
• Practicing talent identification • Establishing succession planning processes	• Conducting talent identification based on clearly defined criteria • Institutionalising succession planning processes	• Tracking of employee development based on current business goals • Ensuring succession planning process is established based on a rationalised construct	• Aligning employee development and talent identification criteria to long-term strategic objectives • Integrating succession planning with career development programmes	• Maintaining continued relevance of talent identification criteria • Ensuring continuous improvement of succession planning process

ADDITIONAL RESOURCES FOR YOU

• How Mercer can help with different leadership succession solutions depending on your organisation's unique needs
  ➤ https://www.mercer.com/content/dam/mercer/attachments/asia-pacific/asia/Mercer-Leadership-Solutions-10219-HC.pdf
• Why organisations should adopt an evidence-based approach to assessing potential
  ➤ https://www.mercer.com/content/dam/mercer/attachments/private/gl-2017-science-of-assessing-potential-mercer.pdf

CapitaLand

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Real Estate Activities	• Not available	▪ Succession Management ▪ Performance Management ▪ Talent Acquisition	• Develops Local Leaders • Re-hires Employees Past Employment Age • Hires and Develops Employees with No Prior Working Experience

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Succession Management Implementation of structured programmes to identify and develop successors	**Company Dynamics** ▪ Being one of Asia's largest diversified real estate groups, CapitaLand recognises that leadership plays a key part in its continued success ▪ Identifying potential leaders was not an issue, what was critical was ensuring that the identified leaders were adequately trained, equipped and eventually put into the positions they were prepared for.	**Implemented multi-year Succession Management** ▪ CapitaLand has succession plans for C to C-3 positions. Top management are actively involved in the decision making process for these roles ▪ Whenever there is a position without an available successor, HR will scan the market to identify talents based on market intelligence ▪ When successors leave the company, HR will continue to track their progress, taking into account the skillsets they have acquired in other companies. If they can value-add to CapitaLand, HR will attempt to attract them back	▪ A majority of employee positions are eventually emplaced based on their succession plans (more than 95%) ▪ Increased talent retention rate (90%-95%)

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

Singtel

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Information and Communications	• Average Tenure: 8.9 years • Average Age: 38.1 • % Female: 35% • % Foreign Worker: Not available	▪ Succession Management ▪ Career Development ▪ Performance Management	• Provides Flexible Work Arrangements • Develops Local Leaders • Reskills at-risk Employees

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Succession Management Increased emphasis and focus on succession management planning	**Company Dynamics** ▪ Singtel is Asia's leading communications technology group, providing a portfolio of services from next-generation communication, technology services to infotainment to both consumers and businesses. ▪ As Singtel continues to expand, it needs a ready pool of potential leaders to not only take over current leadership, but to enter new markets and lead product offerings	**Business Driven Talent Management Program** ▪ Integrated succession management as part of Singtel's overall Talent Management program ▪ Established a Career Development Council where Singtel's CEO is involved and meet on weekly basis to oversee Succession and Talent Management ▪ Conducted a SWOT analysis to understand the business and its leadership needs ▪ Identified 300 positions as critical roles in the organisation ▪ Allocated 30% of senior management's KPIs relating to 'People' related KPIs to enhance accountability	▪ Identified critical roles that leadership and HR would pay extra attention to ▪ Increased oversight and involvement by current leadership ▪ Increased opportunities for career progression ▪ Increased retention rate amongst high potentials

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – PANASONIC

Panasonic

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Retail and Wholesale	• Data is not available	▪ Succession Management ▪ Career Development ▪ Performance Management	• Develops Local Leaders • Reskills at-risk Employees • Re-hires Employees Past Employment Age • Provides Flexible Work Arrangements

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS

Succession Management
 	
Increased emphasis and focus on succession management planning
	Company Dynamics
	▪ Being a Japanese company, most of Panasonic's leadership roles were previously held by Japanese
	▪ As part of its localisation efforts, Panasonic now has a plan to localise its management roles with the following targets:
	  ○ Sales division: 100% local management
	  ○ Corporate division: 50% locals at the Director level
		High Potential Programmes to Boost Localisation of Management
		▪ Mandated that all GM and above employees must identify at least one successor and abide by the localisation plans
		▪ Introduced a selection process using the 9 box assessment matrix. Selected candidates would undergo an accelerated program during their first 3 years of development, differentiated based on their career grade
		▪ All accelerated programmes would consist of experiential learning through assigned projects and candidates would be assessed on their suitability to take on the next role
			▪ Developed local leaders, on track to achieve their management localisation targets
			▪ Enhanced selection process to identify successors
			▪ Increased retention rates of high potentials who now are able to assume leadership roles

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

IMPLEMENTATION TOOLKIT

MODULE 5:STRATEGIC WORKFORCE PLANNING

STRATEGIC WORKFORCE PLANNING
WHAT IT IS

The formulation of a **robust talent strategy** that aligns an organisation's long term priorities with present human capital resources

Analysis of tasks, future-critical activities, and declining skills to **align work to future value**

Influence talent strategy to better mitigate financial, skills, and operation risks

Redesigning work **to maximise the output of roles** where shortage of talent is expected and develop inclusive job scopes

Structure streamlined processes to facilitate exchange and management of information, knowledge and intellectual property

STRATEGIC WORKFORCE PLANNING
MAKING THE CASE FOR CHANGE

UNDERSTANDING OF BUSINESS STRATEGY	DEMAND, SUPPLY AND HR DISRUPTION	DATA-DRIVEN APPROACH
There is a need to **understand future directions that the business has**, so that organisations can make their **talent plans based on current and future requirements**	Alongside the changing world of work, **disruptions to supply** (i.e. Automation, Digitalisation) **and demand** (i.e. Freelancers, gig economy) are causing a **fundamental rethink of approaches to HR**	Organisations are leveraging on data to **project and optimise their manpower demand and costs**. Data analysis reveals **workforce gaps** and which actions are the most effective in filling them
FOR EMPLOYERS Deep Understanding of Business Trends and Impact on Manpower	**FOR EMPLOYERS** Building a Steady Talent Pipeline Maintaining a Sustainable Workforce	**FOR EMPLOYERS** Predictive Analytics to Project Demand Maintaining a Lean & Agile Workforce
FOR EMPLOYEES Greater Man-Machine Interface in Future of Work Understanding Future Business Plans	**FOR EMPLOYEES** Understanding Business Talent Needs Staying Ahead of the Disruption Trend to Remain Relevant	**FOR EMPLOYEES** Focusing on Productivity Given Manpower Optimisation Greater Emphasis on KPIs and Targets

"Successful talent management is about having the right person at the right time."

– Zhang Zhi Xiang, Director (Human Resources), Rohde & Schwarz

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

STRATEGIC WORKFORCE PLANNING
IMPLEMENTATION PLAN

1 GAIN STRATEGIC INSIGHTS
- Set Strategic Context
- Identify the Workforce Implications

4 PEOPLE STRATEGY
- Develop and Execute People Action Plans

STRATEGIC WORKFORCE PLANNING

2 MEASURE THE GAP RISK
- Identify Workforce Demands
- Analyse Workforce Supply
- Measure Gap Risk

3 MODEL TALENT MANAGEMENT OPTIONS
- Study External Labour Market
- Develop Potential Solutions
- Prioritise Solutions

SET STRATEGIC CONTEXT

- Ensure that Senior Management and Line managers are aligned on:

    - Business plans and strategies
    - Productivity drivers and outputs
    - Talent implications

- Create and distribute a strategic workforce planning scan (online questionnaire) to line leaders and internal subject matter experts

- Generate and validate the likely future business scenarios developed from the above inputs (questionnaire, interviews and desktop review)

IDENTIFY WORKFORCE IMPLICATIONS

- Classify the roles and other segments within the organisation according to their importance to the business and their internal/external market availability

- Determine the focus for the workforce planning forecasts **(SWP roles)**

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

STRATEGIC WORKFORCE PLANNING
STEP 2: MEASURE THE GAP RISK

IDENTIFY WORKFORCE DEMANDS

- Work with operations/finance on FTE projections to conduct productivity analyses on the SWP roles to understand the key drivers and assumptions of demand

- Determine how many workers (contingent or regular) are needed under each business scenario (demand forecast) based on productivity analysis

ANALYSE WORKFORCE SUPPLY

- Analyse current and historical workforce structure; internal and external talent flows (hires, promotions, terminations); and demographic trends

- Determine future expected headcount of the current workforce

- Build a talent pipeline across the entire organisation, working with educational institutions and workforce academies to churn talent that is needed in the long run

MEASURE GAP RISK

- Calculate the gap under each business scenario, which may be either a surplus or a shortage

- Conduct a risk assessment of the gap calculated to determine which gaps require active management

Start Early and Flood the Talent Pipeline!
Thriving organisations that successfully plan for their workforce needs start early, engaging potential candidates even while they are still schooling. They tend to develop their talents internally and flood their entire pipeline with talent, so that there is no shortage of talent across all career levels
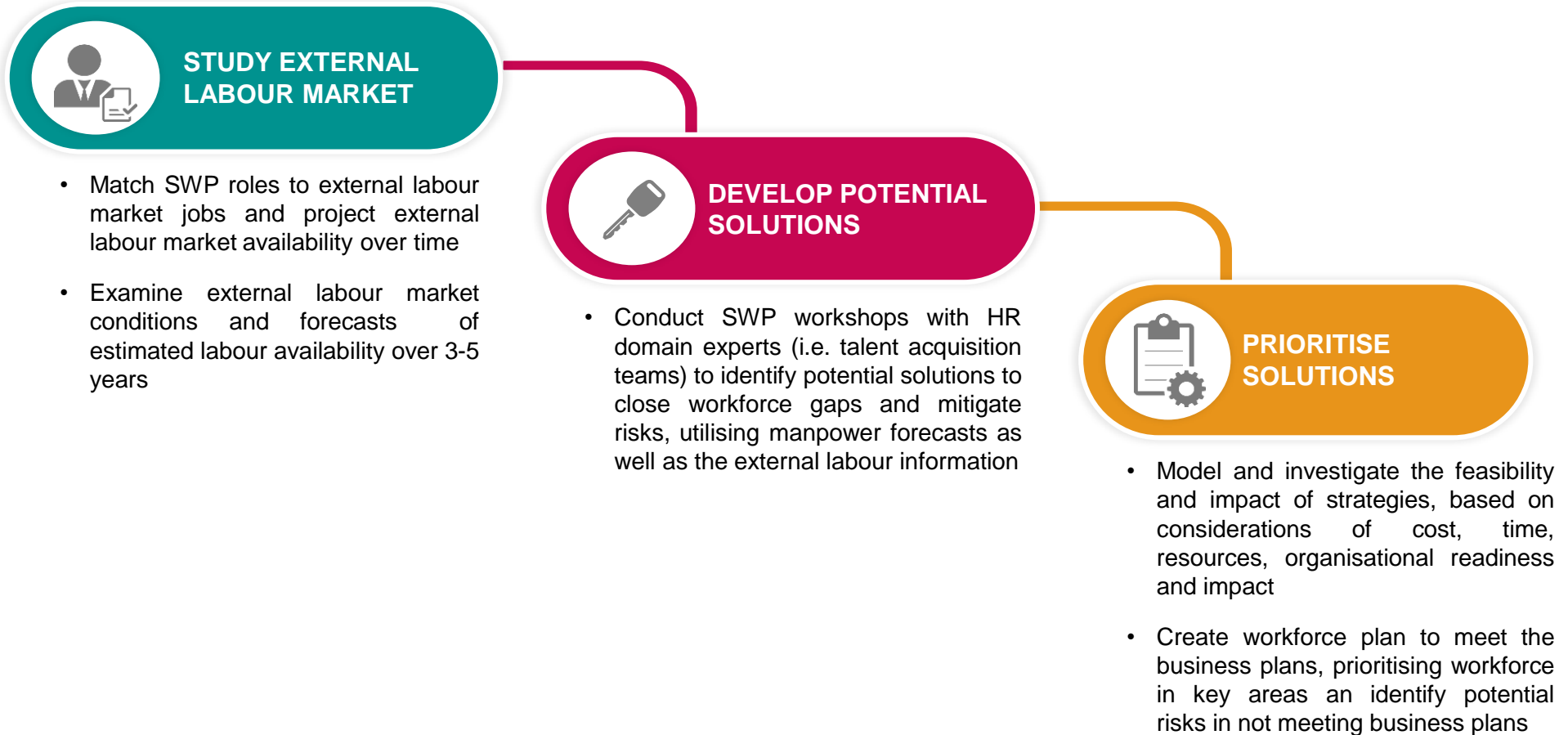
| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

STRATEGIC WORKFORCE PLANNING
STEP 3: MODEL TALENT MANAGEMENT OPTIONS

STUDY EXTERNAL LABOUR MARKET

- Match SWP roles to external labour market jobs and project external labour market availability over time

- Examine external labour market conditions and forecasts of estimated labour availability over 3-5 years

DEVELOP POTENTIAL SOLUTIONS

- Conduct SWP workshops with HR domain experts (i.e. talent acquisition teams) to identify potential solutions to close workforce gaps and mitigate risks, utilising manpower forecasts as well as the external labour information

PRIORITISE SOLUTIONS

- Model and investigate the feasibility and impact of strategies, based on considerations of cost, time, resources, organisational readiness and impact

- Create workforce plan to meet the business plans, prioritising workforce in key areas an identify potential risks in not meeting business plans

STRATEGIC WORKFORCE PLANNING
STEP 4: PEOPLE STRATEGY

DEVELOP AND EXECUTE PEOPLE ACTION PLANS

- Develop action plans of which solutions will be pursued with assigned timings and associated responsibilities

- Provide recommendations on what metrics should be used to monitor the actions based on the workforce plan

BUY
Purchase external talent through increased recruitment and future candidate engagement

BUILD
Develop talent from inside the organisation through increased training and development activities

BORROW
Borrow or rent talent through contracting with agencies or consulting firms

BIND
Retain existing talent through improvements in the employee value proposition

BOT
Use technology, a different way to organise work, and automate where possible

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Ensured senior management and line managers are aligned on business plans and strategies, productivity drivers and outputs and talent implications? ❑ Gathered a strategic workforce planning scan and taken perspectives from line leaders and subject matters experts? ❑ Generated multiple business scenarios with the senior management? ❑ Classified roles in the organisation according to their importance to the business and market availability?	**Step 1: Gain Strategic Insights**
❑ Conducted initial productivity analysis with operations and finance departments (Workforce Demand)? ❑ Determined the ideal headcount for each business unit based for each business scenarios identified (Workforce Demand)? ❑ Forecasted the skills needed for the future as compared to current state (Workforce Demand)? ❑ Analysed current and historical workforce structure (Workforce Supply)? ❑ Determine expected headcount in the future (Workforce Supply)? ❑ Established relationship with local institutions to build talent pipeline for the future (Workforce Supply)? ❑ Analysed the workforce gap based on the supply-demand analysis, identified the risk of each gap and determine which gap would require active management?	**Step 2: Measure the Gap Risk**

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Matched roles to external market jobs?	
❑ Examined and forecasted availability based on the labour available in the market?	
❑ Sought perspectives and solutions from HR domain experts on reducing the workforce gap?	**Step 3: Model Talent Management Options**
❑ Assessed identified solutions based on their feasibility?	
❑ Formulated workforce plan based on the selected solutions and highlight risks of not fulfilling it?	
❑ Developed action plans and selected metrics to measure the program effectiveness?	**Step 4: People Strategy**

STRATEGIC WORKFORCE PLANNING
SELF ASSESSMENT: WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Future state business scenarios are not developed • Manpower determined based on defined budget	• Single short-term future state business scenario identified based on historic data • Manpower projections based on historical internal data	• Multiple short-term future state business scenarios developed at enterprise level • Manpower projections based on internal and external data	• Mid-term to long-term business scenarios developed based on extensive scenario planning exercises • Capability assessments and gap analysis are performed	• Mid-term to long-term business scenarios developed and periodically reviewed to ensure relevance • Workforce plan is developed with actionable items to address gaps and track initiatives

WHAT DO YOU CAN CONSIDER DOING…				
• Developing a short-term future state business scenario • Performing manpower projections based on historical data	• Developing multiple short-term future state business scenarios at enterprise level • Performing manpower projections based on both internal and external data	• Developing mid-term to long-term business scenarios based on extensive scenario planning exercises • Performing capability assessments and gap analysis	• Periodically reviewing business scenarios to ensure relevance • Developing a workforce plan with actionable items to address gaps and track initiatives	• Strengthening understanding of risks, costs and implications of each business scenario and maintaining agility to pivot based on changing needs • Prioritising capacity and capability gaps based on well-rationalised factors

ADDITIONAL RESOURCES FOR YOU

• How Mercer can elevate your talent strategy with strategic workforce planning to deliver business success
   ➤ https://www.mercer.com.au/what-we-do/workforce-consulting/workforce-consulting-and-products/talent-strategy.html
• How to prepare for future success by proactively developing a flexible workforce model based on a new talent ecosystem
   ➤ https://www.mercer.com/our-thinking/career/future-workforce-finding-excellence-in-the-new-talent-ecosystem.html

SUCCESS STORIES – OCBC

OCBC Bank

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Financial and Insurance Activities	• Average Tenure: 8.8 years • Average Age: 37.8 • % Female: 56.9% • % Foreign Worker: 6.1%	▪ Succession Management ▪ Strategic Workforce Planning	• Provides Flexible Work Arrangements • Develops Local Leaders • Encourages Skills Upgrading • Reskills at-risk Employees

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Strategic Workforce Planning Strategies implemented to tackle future workforce needs	**Industry Dynamics** ▪ Digital transformation is disrupting the business and manpower needs **Company Dynamics** ▪ OCBC needed to reskill and upskill all its employees to equip them with the necessary skills for the new digital world ▪ It required an in-depth understanding of the critical areas of focus and magnitude of the change efforts required	**Implemented Workforce Transformation Initiatives** ▪ Set up a Workforce Transformation Initiative (WTI) to identify roles that could be critically impacted and possess high degree of transformation potential ▪ The WTI was spearheaded by HR together with strong partnership from business representatives and senior leaders across all divisions, allowing close alignment between business and human capital needs. ▪ Through this initiative, the team was able to facilitate the design of the future role requirements and map out the various transformation pathways to effect that change	▪ Precise identification of skills gaps, future role requirements and new talent demands ▪ Increased awareness and ownership among business leaders in proactive planning of their staff current employability and future capability ▪ Creation of individualised learning roadmaps that met both business and employee aspirations

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – DECLOUT

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Information and Communications	• Average Tenure: 4.1 years • Average Age: 39.2 • % Female: 25.4% • % Foreign Worker: 7.4%	• Performance Management • Strategic Workforce Planning • Talent Acquisition	• Develops Local Leaders • Develops Locals to Take on Senior Leadership Roles • Provides Flexible Work Arrangements

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Strategic Workforce Planning Strategies implemented to tackle challenges of hiring local talent	**Industry Dynamics** ▪ DeClout faces a limited talent supply of developers in the local market, and to hire developers are costly given that there are in short supply ▪ Given the high cost of developers, DeClout had to ensure that they optimise their manpower and only hire what they need to minimise manpower costs	**Revision of Business and People Strategy** ▪ DeClout's management would first plan the workforce needs of the organisation based on the objectives and targets for the following year to determine the number of hires and skills they would need ▪ Management would then determine if the manpower / skills gap could be filled by upskilling their current employees based on their capability and readiness ▪ DeClout would only consider hiring externally if the current employees' skill levels are not able to meet the needs of the organisation	▪ Improved efficiency of identifying manpower needed ▪ Strengthened linkage between Talent Acquisition and business objectives ▪ Deliberate and targeted hiring ensured hires met the organisation's needs

IMPLEMENTATION TOOLKIT

MODULE 6: WORKFORCE ANALYTICS

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The use of **data to support an "evidence-based" mentality** to design, implement and measure **programmes** that solve talent-challenges confronting businesses.

Unlocks the potential and predictive power of employee data.

Creates new insights and **engage business stakeholders** by linking HR, financial, and operations information.

Informs strategy design by identifying what uniquely drives workforce outcomes — such as retention, promotion, performance, or pay — and knowing what investments will work.

Develops multi-year workforce plans to proactively address future talent needs and requirements.

Translates data and metrics to **create actionable, programmatic solutions** for implementation.

WORKFORCE ANALYTICS
MAKING THE CASE FOR CHANGE

KNOWLEDGE-BASED ECONOMY

There is a shift in focus from property and equipment alone to a **knowledge-based economy** where the **most important assets are the people** in any organisation

FOR EMPLOYERS
War for Talent
Focusing on Human Capital Wellness

FOR EMPLOYEES
Greater Organisational Focus on Employees and Their Capabilities

MANAGING TALENT

With this shift in focus, organisations need to recognise their **workforce as an asset** rather than an expense. This entails the need to **manage that asset with the same rigour** as one would any investment

FOR EMPLOYERS
Investing in the Right Talent
Managing Careers, not Jobs

FOR EMPLOYEES
Valued as an Asset to the Organisation
Greater Investment in Employees

DATA DRIVEN DECISION MAKING

Organisations can no longer afford to manage their workforce without understanding its impact. **Changes must be justified with the same analytical depth and rigour** that leaders demand in other areas

FOR EMPLOYERS
Informed Talent Investment Decisions
Predictive Workforce Analytics

FOR EMPLOYEES
Organisation Having a Better Understanding of Employees' Needs

"HR should have 3T - High Tech, High Touch and High Trust."

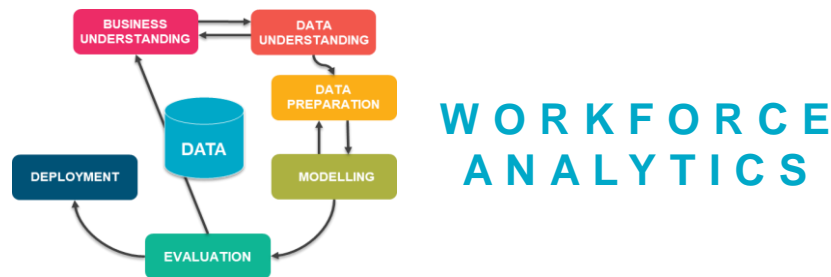– Aileen Tan, Group Chief Human Resources Officer, Singapore Telecommunications Limited

WORKFORCE ANALYTICS
IMPLEMENTATION PLAN

WORKFORCE ANALYTICS

1 — **ESTABLISH THE BUSINESS CASE TO SOLVE FOR**

- Determine the problem statement that is to be addressed (i.e. reducing attrition, diversity within the organisation)
- The power of workforce analytics is not as much in the "analytics" as it is in the *"problem identification"* on which analytics is applied

2 — **DESIGN YOUR ANALYSIS BEFORE COLLECTING DATA**

- Identify the input (i.e. data sources) and processes (i.e. correlation, sentiment analysis) that needs to be run to provide the desired output
- Have clear vision of the end product and a logical approach to analytics before actually implementing it

3 — **DISTINGUISH INSIGHTS FROM ACTION**

- Leverage insights obtained and review HC practices to achieve intended goal (i.e. more structured career progression to retain talents)
- The goal of analytics is to ultimately change behaviour and not just impress with analytical rigour and insight

| WHAT IT IS | MAKING THE CASE FOR CHANGE | IMPLEMENTATION STEP-BY-STEP | SELF-ASSESSMENT | SUCCESS STORIES |

ESTABLISH THE BUSINESS CASE

- The power of workforce analytics is not as much in the "analytics" as it is in the "problem identification" on which analytics is applied

- **Identification of the right business problems is the most important step in the workforce analytics process**

- HR leaders can leverage their functional expertise and engagement with business leaders to identify the right problems

- Examples of high-impact business problems:
  - What's causing attrition of the top sales employees?
  - Are we promoting the right people into first-time-management roles?
  - How can we improve the quality of hiring for our critical roles?

3 GUIDING QUESTIONS TO UNCOVER HIGH-IMPACT BUSINESS PROBLEMS / OPPORTUNITIES

What are the organisation's biggest source of revenue growth?
- Specific products or services?
- Specific geographies that the organisation operates in?

What are the key roles that will impact revenue growth based on the first answer?
- Sales
- Product development
- Supply chain
- Others

Who are the top-performers in these roles and what can we learn from them? This learning can be applied to improve talent in general.
- What are the characteristics of our top-performers (competencies, past experience, educational background, other factors?)
- What drives engagement and retention of our top-performers?
- What drives attrition among our top-performers?

SELECTING WORKFORCE ANALYTICS PROJECTS

GENERATE
a list of potential problems

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SHORTLIST
further based on the potential business value ($ saved or generated)

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PRIORITISE
based on ease of solving the project

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DESIGN ANALYSIS ARCHITECTURE

- Just as an architect does not start building a house without a blueprint, you should have a "design of your analyses" to scope & envision your project before you dive into data collection & analysis

- Once the business problem has been identified, plan your analyses before actually doing it

- Without a clear vision for the end product and a logical approach to problem solving, the analytical activity will be inefficient and ineffective

- Examples of data sources
  - Internal: HRIS, Performance data, Training records, Hiring records, CRM database, Operations database, Finance database.
  - External: https://data.gov.sg/

5-steps to run HR-analytics projects effectively

1. **Define the problem statement**
   Be precise about the problem you want to solve and the intended benefits it will generate.

2. **Gather the stakeholders associated with the problem**
   Identify the stakeholders close to the problem to understand its causes and to build the social ownership for follow-up actions.

3. **Generate potential hypotheses about causes of the problem**
   Get the stakeholders to share their perspective about potential cause of the problem. Draw a long list of potential causes

4. **Build the logic to test these hypotheses through data**
   Get stakeholders to brainstorm the analyses that should be done to test the hypotheses and potential sources of data for the analyses.

5. **Create a project plan to drive the analyses**
   Assign owners, timelines and check-points to gather, analyse and present recommendations.

APPLICATION EXAMPLE
ARE YOU BUILDING A STRONG SINGAPOREAN CORE?

DEFINE
and set targets for metrics that reflect a strong SG core for you –
- Target for %SG in the workforce
- Target for % of SG in leadership ranks

MEASURE
these metrics against your target, periodically.
Define actions that will correct for the variance between target and actual

BUILD
social ownership by generating awareness about these targets and holding managers accountable for delivering results

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

DISTINGUISH INSIGHTS FROM ACTION

- **The goal of analytics is to ultimately change behaviour and not just impress with analytical rigour and insight**

- Most often analytics projects end with great excitement for the insights that have been uncovered

But

- these insights sometimes don't turn into results because the team often fails to evoke the emotional energy that is needed to create change within the organisation

- HR leaders should leverage their change management expertise to derive results through data-based insights
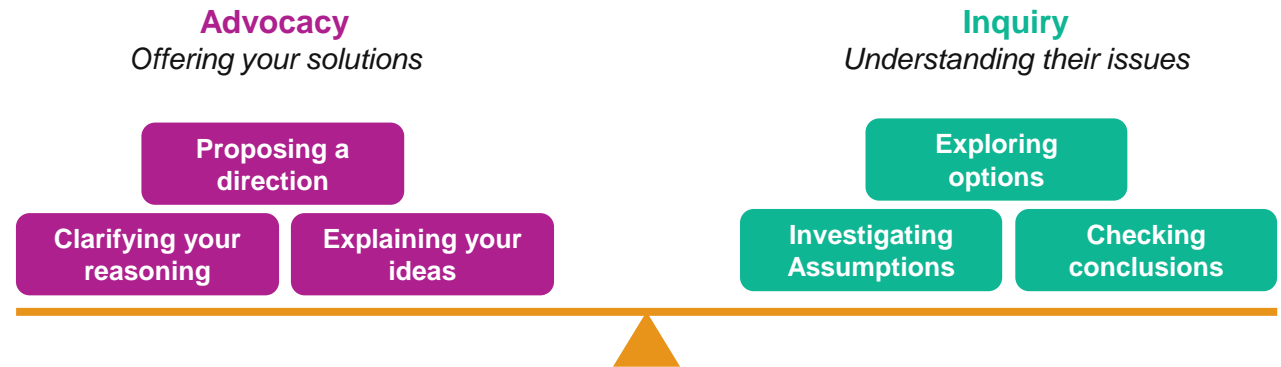
The "magic" is in the dialogue phase
How you transform your "data" to a story that evokes emotion and dialogue.

&

The key in the dialogue phase is Balance
Effective dialogue is a fine art in balancing between advocacy and inquiry

Advocacy
Offering your solutions

- Proposing a direction
- Clarifying your reasoning
- Explaining your ideas

Inquiry
Understanding their issues

- Exploring options
- Investigating Assumptions
- Checking conclusions

4 Steps to Generate Dialogue that Drives Results

1	Check for "goal-alignment"	*"It seems to me that you are saying (…), did I get that right?"*
2	Share or "seek" thinking process	*"Here's how I arrived at this conclusion." OR "Can you share some of your thinking?"*
3	Show support & learn more	*"That sounds interesting. Tell me more.."*
4	Gain commitment & support	*"Great, so how do we add that to our analyses .. Do you think you could help with…"*

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SELF ASSESSMENT
IMPLEMENTATION CHECKLIST

Have you…	If yes, move on to the next question! If no, refer to the following:
❑ Identified issues / opportunities which have significant business impact? ❑ Shortlisted and prioritised the issues / opportunities based on potential value / savings they offer and difficulty of running the projects?	**Step 1: Establish The Business Case to Solve for**
❑ Made a list of stakeholders associated with the issues / opportunities and gathered their insights? ❑ Generated hypotheses of the projects? ❑ Together with the stakeholders, planned the methodologies and identified potential source of data to test the hypotheses? ❑ Created a project plan and established ownership? ❑ Analyse the data and generated insights and recommendations?	**Step 2: Design Your Analysis Before Collecting Data**
❑ Turned your insights into actions or commitments to make the necessary changes?	**Step 3: Distinguish Insights from Action**

WORKFORCE ANALYTICS
SELF ASSESSMENT: WHERE ARE YOU & HOW YOU CAN GET TO THE NEXT LEVEL

WHERE IS YOUR ORGANISATION AT?				
BUDDING	**ASPIRING**	**GROWING**	**MATURING**	**THRIVING**
• Intuition and personal experiences are favoured over fact-based analysis • HR does not use data to solve people related questions	• Starting to use data and analytical processes to inform people related decisions • Reporting basic static metrics on a reactive basis	• Leaders recognise the value of data-driven decisions • HR uses data to identify people related questions • HR generates standardised, ongoing workforce reports	• Leaders rely on data to make business decisions and are investing in building analytical capabilities in the organisation • HR uses data to prioritise people related questions	• Leaders are driving an analytical culture to improve decision making • HR uses data to resolve people related questions • HR conducts a variety of predictive techniques to pre-empt future events
WHAT DO YOU CAN CONSIDER DOING…				
• Collecting and using data to solve people related questions • Leveraging on analytics to report basic static metrics	• Proving to leaders the value of making data-driven decisions and investing in analytical capabilities • Using data to identify people related questions • Leveraging on analytics to generate standardised, ongoing reports	• Convincing leaders to rely on data analytics to make business decisions • Using data to prioritise efforts in resolving people related questions • Leveraging on analytics to conduct segmentation and correlation analysis	• Encouraging leaders to drive an analytical culture to improve decision making • Using data to resolve people related questions • Leveraging on analytics to conduct predictive techniques to pre-empt future events	• Supporting leaders to drive an analytical culture • Tracking returns on investment from resolved people related questions • Constantly testing and improving HR's predictive analytical capabilities
ADDITIONAL RESOURCES FOR YOU				
• What do we mean by 'HR analytics'? ➤ https://select.mercer.com/blurb/333853/ • Moving towards predictive analytics in HR ➤ https://select.mercer.com/blurb/361980/				

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	SUCCESS STORIES

SUCCESS STORIES – DBS BANK

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Financial and Insurance Activities	• Average Tenure: 8.5 years • Average Age: 38 • % Female: 59% • % Foreign Worker: 7.8%	• Workforce Analytics • Performance Management • Career Development	• Provides Flexible Work Arrangements • Develops Local Leaders • Encourages Skills Upgrading • Reskills at-risk Employees

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Workforce Analytics Utilisation of predictive analytics to reduce employee attrition rate	**Industry Dynamics** ▪ Group employee voluntary attrition at ~13% average per year and cost the Bank $47.5m average per year.	**Implemented Predictive Analytics for Employee Attrition** Implemented HR predictive model to generate insights on what a typical employee who have resigned look like. This in turn provides a deeper understanding on the possible profiles of employee at risk. ▪ The predictive model runs on a monthly basis to flag out employees who are at a higher risk of leaving for managerial intervention.	▪ Provides a proactive nudge to managers to have a "check-in" conversation with flagged employees at the right time. ▪ With predictive analytics, we are able to pick up 60% more attriters; and with manager's proactive intervention, we are able to achieve a lower attrition rate by 20%.

WHAT IT IS	MAKING THE CASE FOR CHANGE	IMPLEMENTATION STEP-BY-STEP	SELF-ASSESSMENT	**SUCCESS STORIES**

SUCCESS STORIES – HOPE TECHNIK

COMPANY BACKGROUND

INDUSTRY	EMPLOYMENT PROFILE	FEATURED PRACTICES	TRIPLE STRONG FACTORS
Professional, Scientific and Technical Activities	• Data is not provided	• Workforce Analytics • Performance Management • Career Development	• Redesigns Jobs for Older Workers • Provides Flexible Work Arrangements • Encourages Skills Upgrading • Reskills at-risk Employees

HUMAN CAPITAL PRACTICES AND BUSINESS RESULTS

	CHALLENGES	KEY CHANGES	RESULTS
Workforce Analytics Utilisation of predictive analytics to increase business profitability	**Company Dynamics** ▪ As a project-based organisation, each project would have its own set of requirements in terms of manpower quantity and their skillsets. Therefore, the challenge Hope Technik constantly faces is balancing manpower and utilisation across projects	**Installed Work Bench System** ▪ Installed a Work Bench System to track projects that their employees are working on and the hours they spend on each project including their competencies and skillsets ▪ Hope Technik utilises the data extracted from Work Bench to gain insights on business development, company revenue, employee availability and employee productivity. The company also developed macros-enabled excel spreadsheets to provide management live updates of these metrics	▪ Greater accuracy in costing for projects, giving the company an edge when bidding for clients ▪ Enabled leadership to make agile business decisions on manpower as necessary

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