STRATEGIC HR REVIEW

decode HR

ACCELERATING YOUR PEOPLE EDGE™

CONTENTS

I. INTRODUCTION

Background of our client and the project scope

ORGANISATION PROFILE

- Founded 18 years ago to cater to the needs of individuals and companies to remit money to China, the organisation has experienced exponential growth in the last 5 years and has expanded its services to other countries in Asia.

- Management believes in grooming talent internally, hiring fresh graduates who are rotated to different business areas as part of their professional and to ensure there are sufficient trained personnel to meet fluctuating demand for its services at the front counters.

THE PROJECT

- DecodeHR was engaged to conduct a strategic review of its HR policies, practices, and procedures and to benchmark these against high performing small and medium sized enterprises.

- Key outcomes would be to:
    - Strengthen the organization's performance management process to build a performance based culture
    - Create career development plans /pathways for employees
    - Create succession plans for leadership roles.
    - An employee e-handbook would also be created to document the new / revised policies.

- Given the language capability of the majority of the workforce, it was critical that communications (both written and verbal) be in both English and Mandarin.

II. CURRENT STATE

Identifying the issues

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THE SITUATION

- HR policies and practices were developed over time as the organization grew and were at times communicated verbally to employees when situations arose.

- Performance management forms were developed but employees were not clear of the frequency of reviews and the forms were not used by all managers in evaluating their team members.

- A lack of clear job descriptions and job roles resulted in employees and managers not being equipped to set **SMART** (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound) goals.

- Hence, merit increases and performance bonus were at times distributed based mostly on perceptions of employees' performance rather than concrete evidence of employees' contributions.

THE SITUATION

- Without clear performance measures and with a family-oriented culture, managers found it difficult to provide constructive feedback as well.

- On the job training is widely practiced in the organization with key employees taking on additional job roles /projects.

- While this is an effective form of learning and employee development, it needs to be conducted in a **structured** manner to:
  - Minimize disruption to operations,
  - Enable the employee to understand the objectives (i.e. what this means for professional and career development) and hence see value in taking on additional work
  - Enable the manager/management to evaluate the employee's performance objectively.

III. PLAN

Actionable steps to help resolve the issues

FIRST STEPS

- Leadership team surveys were conducted to better understand the organization's strategy, competitive positioning, and organisational culture to enable effective planning for the project.

- Focus groups were held to obtain employees' feedback on current HR policies and practices as well as their understanding of the organisation's objectives.

- We adopted a holistic approach in our review of the following HR functions:
  - Recruitment
  - Compensation and benefits
  - Performance management
  - Training and development and
  - Career planning.

HR PROGRAMS

- To develop the HR programs, we developed the job descriptions (JDs) as a start and made recommendations on reporting lines and structure as well. JDs were developed through the completion of job analysis forms as well as 1:1 interviews.

- The HR programs are as follows:
    1. Performance Management
    2. Career & Talent Management
    3. Succession Planning & Leadership Development

I. PERFORMANCE MANAGEMENT

DecodeHR created a performance management guide and new performance management forms and conducted training to both managers and individual contributors in designing goals, providing and giving feedback and coaching to improve performance.
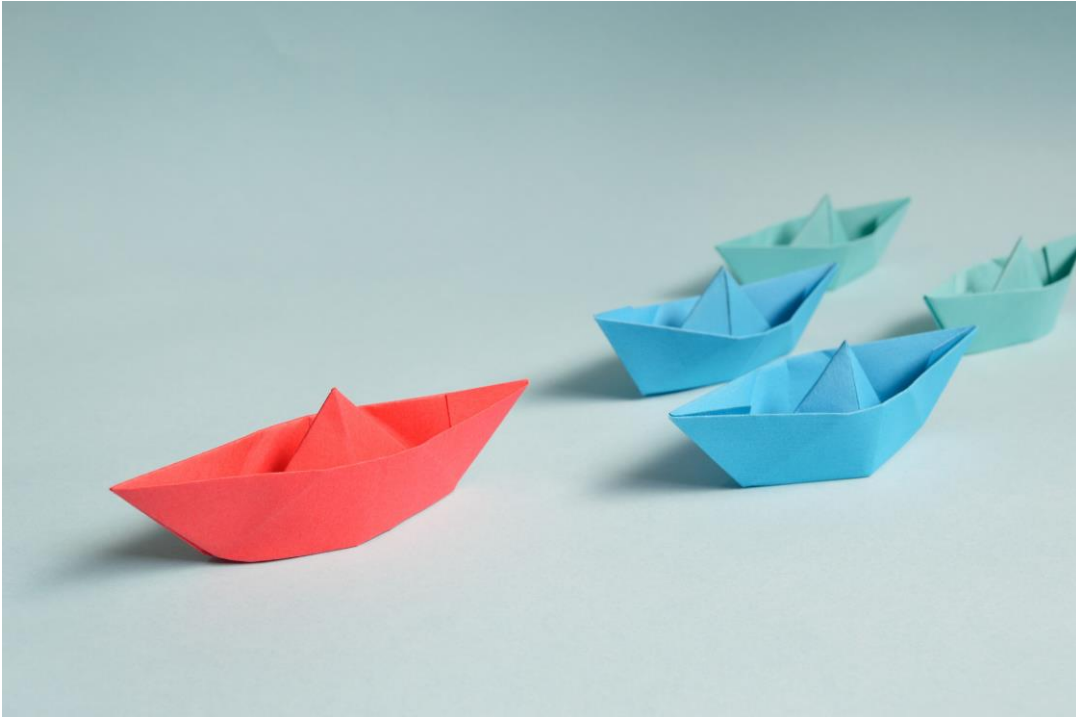
2. CAREER & TALENT MANAGEMENT

We also developed career pathways and a career toolkit to guide managers and employees in creating individual development plans.

3. SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

- Our Consultants conducted in-depth discussions with senior management and incumbents of critical/leadership roles in the organisation to develop succession plans and leadership development plan.

- In addition, we proposed a compensation structure to better reflect the compensation philosophy of the organization and to ensure the organization remains competitive in attracting and retaining talent.

- Recommendations were made taking into consideration the organisational culture and values as well as strategic and operational requirements.

IV. OUTCOME

Putting the pieces together
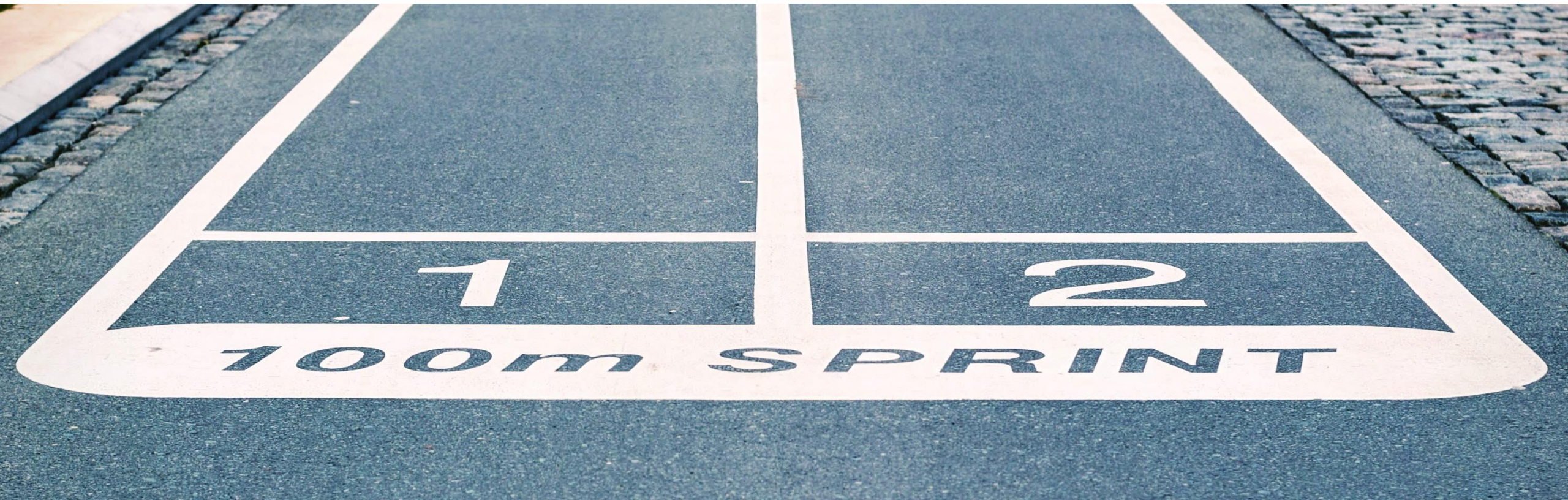
JOB DESCRIPTION

With the job descriptions, the organisation gained a better understanding of the key requirements of each role, and how these relate to performance management, learning and development and career planning process.

PERFORMANCE MANAGEMENT FORMS

- Performance management forms were redesigned to incorporate **SMART** goals as well as core values of the organisation.

- At the performance management trainings, the new performance management process was introduced to guide managers and employees.

- All employees were trained in creating **SMART** goals and managers were trained in providing constructive feedback as well as coaching techniques.

SMART GOALS
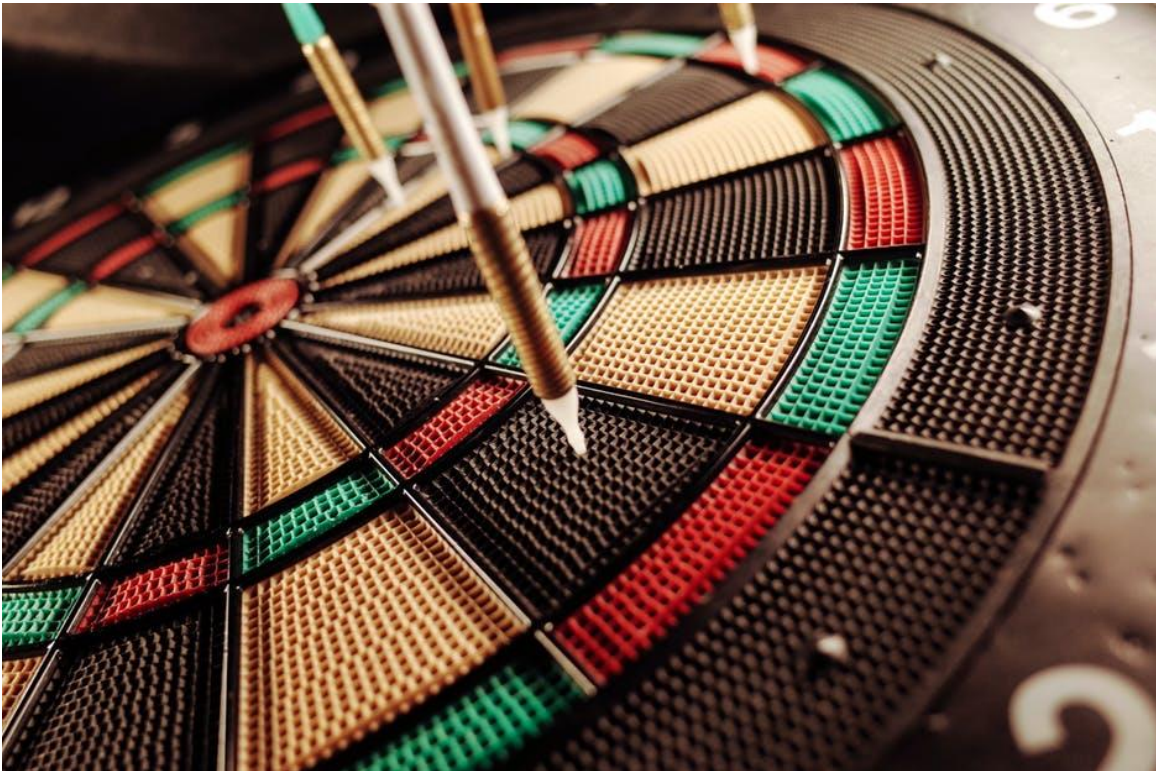
- The introduction of **SMART** goals and identifying the priority of goals enabled the organisation to align the individual's performance goals to the organisation's goals and evaluate the performance of each employee in a consistent and objective manner.

- We recommended more frequent but informal check-in sessions with the team-members to inculcate a healthy culture of regular feedback conversations so leaders can catch the critical 'coaching moments'.

CAREER PROGRESSION

- A career development guide was created to provide employees with information on the career pathways and how to get there, encouraging employees to see the value of the learning and development interventions and to take responsibility for their careers.

- DecodeHR Consultants also created succession plans with detailed development plans and timelines to enable management to plan and address gaps at the mid to senior management levels of the organisation.

E-HANDBOOK

An employee e-handbook was developed to better communicate HR policies and benefits. Benefits were revamped to maintain market competitiveness and were aligned to the organisation's values and employee demographic.

前言

无薪育婴假

育有2岁以下新加坡公民孩童的员工有权享有6天的无薪假，以照顾他们的婴儿。这一福利扩展至合法收养的孩童或继子女。

其孩童不符合上述要求的员工将无权享有无薪育婴假。

领养假

领养12个月以下孩童的女员工有资格获得12周的领养假，以促进其亲子关系并照顾该孩童（从2017年7月1日起）。领养父母之一和被领养的孩童必须是新加坡公民（或孩童在被领养后的6个月内成为新加坡公民），才能有资格获得此福利。

符合条件的领养母，目前有资格领取由政府资助的4周领养假，以促进其亲子关系并照顾该领养的孩童。

作为孩童的领养母，如果您符合以下标准，将有权享有政府支付的领养假（GPAL）：

- 您正式意图领养孩童时，所被领养孩童的年龄不超过**12个月**。所谓"正式意图领养"的时期是：
  - 本地孩童：当您向法院提交领养申请时。
  - 外国孩童：当家属准证原则上被批准时。
- 领养的孩子是新加坡公民。
- 如果孩子是外国孩童：
  - 领养父母之一必须是新加坡公民。
  - 孩童在被领养后的6个月内必须成为新加坡公民。
- 您必须在正式意图领养孩童时已合法结婚。（不适用于在2017年1月1日或之后正式意图领养孩子的未婚领养母。）
- 您必须在正式意图领养孩童之前已经为雇主服务或已自雇连续至少3个月。
- 领养令必须在正式意图领养后的1年内通过。

6. 工作时数

工作时间

一个标准工作周包括从周一到周日，每周6个工作日的44小时。根据员工的轮班执勤表，该周的非工作日将指定为休息日。每班在 0830–2130 的时段内持续8小时。每班将提供40分钟的休息时间。

在 1900 或之后结束工作的员工可报销高达$5的膳食费。

指定工作时间后加班

若队长要求在指定工作时间后工作，员工有资格要求加班费。所有加班工作必须由相应的队长批准。加班费是每小时基本薪金的1.5倍。

公共假日

每名员工有权在受雇期间享有法定的有薪公共假期。但是，如果员工的指定工作日与公共假期相符，员工必须照常工作。由于运营要求，公司将给予该员工额外的一天年假。

出勤与缺勤

除非队长批准提前离开岗位，员工将持续工作至指定的时间。

为确保每个部门的工作行程不被中断，员工应在工作时间向队长告知他们的行踪。

如果员工因紧急情况无法到公司工作，则必须立即并尽可能在值班前的半小时内通知队长。

如果员工未通知缺勤，管理层有权扣薪。如果员工连续两日在没有事先获得批准或在没有合理理由的情况下缺勤，这将被视为员工自愿离职。

7. 薪金，津贴
与其他款项

薪金发放

员工应提供银行帐号（必须是参与GIRO计划的其中一间银行），以直接存入薪金，津贴和其他款项。

薪金和加班费将在每个月的第5天发放至经核准的银行帐户。

加薪与花红

在年度7月1日之前加入公司的员工将有资格参与年度的加薪活动。

若得管理层批准，在年度9月1日之前加入公司的员工将有资格获得年度花红。

加薪与花红的数额将参考评估表现后，最终由管理层全权酌情决定。

V. RESULTS

What the client ultimately achieved

RESULTS

✓ Performance management systems are now **more objective and transparent** and employees are hence more motivated to perform.

✓ **Culture of learning** and encouraging individuals to own their career and professional development

✓ **Continuity in leadership roles** and increased **employee engagement**

✓ **Compensation structure aligned** with organisation's values and requirements

✓ **Reduction in recruitment and selection risks** as the requirements for each role are clearly defined.