HayGroup®

Company ID:	JSC
Report Date:	05.07.2014
Date Completed:	05.10.2014
HRMM Version:	2.0

Demographics

Industry:	Biomedical & Healthcare Services
Company Type:	Corporation
Revenue Size:	More than $200m
Staff Size:	More than 1300
HR Team Size:	More than 10

Introduction to HRMM

The single greatest asset for any company is its people and the culture they uphold. It is the people in an organization that innovate, market, produce and deliver the products and services that satisfy customer expectations and build relationships. Yet assembling and retaining a motivated, high performance team is often left to chance. In addition, many underestimate the time and relentless effort required to engage each member to get the best out of the team in an ongoing basis.

The single greatest asset for any company is its people and the culture they uphold. Yet assembling and retaining a motivated, high performance team doesn't happen by accident. It also takes time and relentless effort to engage them to get the best out of the team. The best run companies in the world systematically invest in their people, the engines of growth and innovation behind their businesses. The good news is that companies of all sizes, including SMEs, can benefit from the same focus and attention to building up their organizational capability.

Cracking the HR code

The HR Maturity Model (HRMM) is a growth framework which outlines the progression of organizational capabilities, spelling out the key pathways companies can take to greater HR maturity. It was developed by Hay Group in 2013 to respond to the pressing needs of SMEs in Singapore.

Hay Group is a global management consultancy famed for its deep organizational research and more than 70 years of consulting experience with a variety of organizations – from large Fortune500 companies to Not-for-profit entities, including engagements with local SMEs here in Singapore.

The HRMM comes with a simple self-assessment survey tool to help companies quickly assess their. 1. current state of maturity. This is then mapped to the appropriate growth stage of the SME to provide an 2. ideal maturity state required for the company to succeed in that stage. The resulting 3. gap analysis then provides the benefit of helping SMEs focus limited resources on areas that truly matter to the broader business objectives.

The HRMM model comprises of 4 levels. The results are best validated with a trained consultant who can help interpret the results in conversation with business leaders ready to bring about a transformation in their organization.

By incorporating the business leader's specific organizational priorities to the results, a tailored HR roadmap of activities can then be generated to help the company bridge the gaps indentified to successfully meet the challenges of their current or even future growth stages.

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Overall Maturity

Your organization is currently declared to
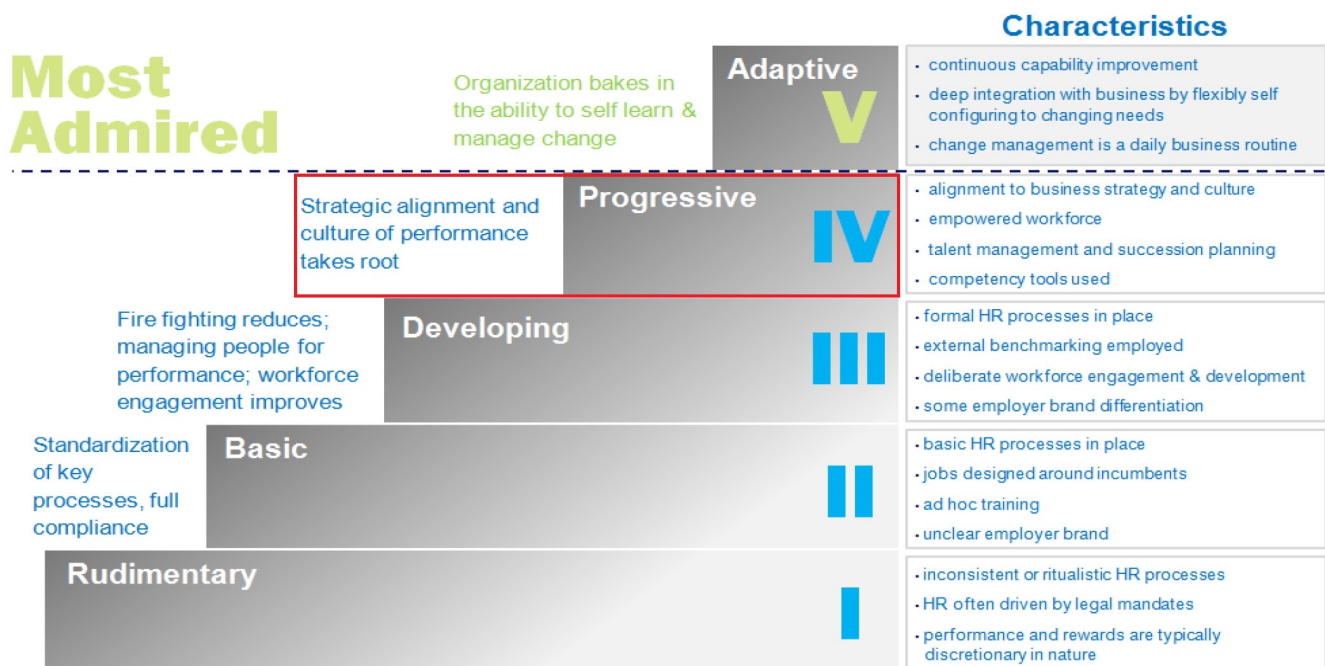be at   **HRMM LEVEL IV**

An HRMM Level IV views Human Capital as a strategic resource that requires deep investment to power the business with an eye on developing capabilities for the future. This change in focus and management mindset is a significant achievement in addition to the attainment of Organizational level integration of Strategy, Culture, People Management and HR Practices. Very well done.

A move up to HRMM Level V is to build an organization where Human Capital is managed like any other key business unit and an inseparable part of the competitive advantage of the enterprise. It has continuous capability improvement, deep integration with business by flexibly self configuring to changing needs (smart differentiation choices). Change management is part of the daily business routine.
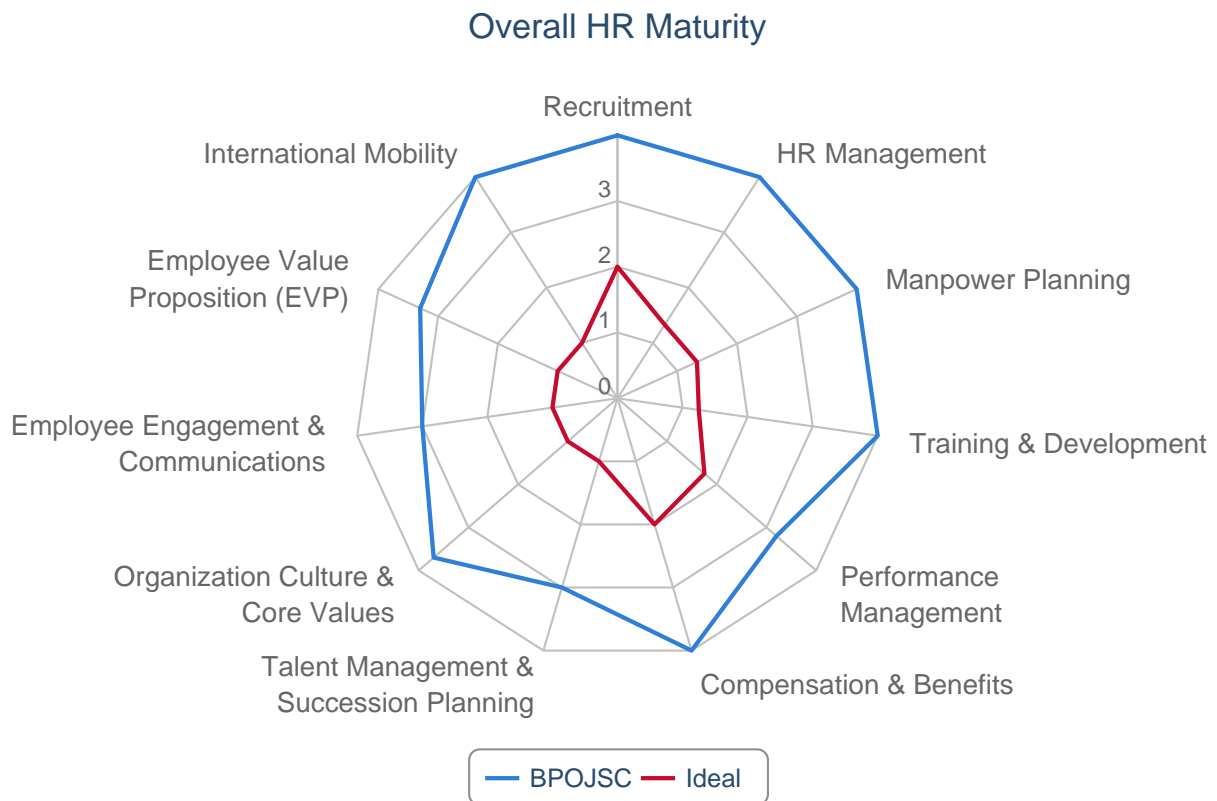
HRMM
LEVEL IV

HRMM
LEVEL V

The HRMM model

Characteristics

Most Admired

Organization bakes in the ability to self learn & manage change

Adaptive
V
- continuous capability improvement
- deep integration with business by flexibly self configuring to changing needs
- change management is a daily business routine

Strategic alignment and culture of performance takes root

Progressive
IV
- alignment to business strategy and culture
- empowered workforce
- talent management and succession planning
- competency tools used

Fire fighting reduces; managing people for performance; workforce engagement improves

Developing
III
- formal HR processes in place
- external benchmarking employed
- deliberate workforce engagement & development
- some employer brand differentiation

Standardization of key processes, full compliance

Basic
II
- basic HR processes in place
- jobs designed around incumbents
- ad hoc training
- unclear employer brand

Rudimentary
I
- inconsistent or ritualistic HR processes
- HR often driven by legal mandates
- performance and rewards are typically discretionary in nature

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Gap Analysis

Overall HR Maturity

The Ideal Score is based on reference Growth Stage:

BUDDING	SUSTAINING	INVESTING	EXPANDING	MATURING
The company has demonstrated a workable business model but is concerned with the ability to generate enough cash to break even (and to cover repair/ replacement of capital assets as they wear out) or scale up to a viable size	The company has healthy profits and the objective is to keep it stable without additional risks or investments. The management is concerned with keeping the status quo for as long as possible	The company has healthy profits and the objective is to consolidate and shore up financial resources (including securing additional funds or loans) so as to be able to expand. There is the decision to take the risk/challenge to "go big"	The company is currently expanding rapidly. It is investing and trying to balance control and the desire to grow. It is concerned with managing its cash and operations prudently to avoid expanding too fast with emphasis on improving its systems	The company has attained substantial size, finances and managerial talent. It is trying to control the financial gains and consolidate by professionalizing its systems and tools. It is concerned with how to preserve its agility, innovation and entrepreneurial spirit

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Management Style

As the owner grows its business, there is a clear trade-off between the owner's ability to execute versus his ability to delegate. The more complex and the larger the business, the greater the need for the owner to focus on more strategic issues and rely on building up or brining in professionals to help him manage the needs of a more diversified company.

There is an optimal style for each Growth Stage and the owner needs to recognize the criticality of relinquishing and delegating responsibilities to ensure the company's continued growth.

Critical Success Factor - Owner's Abilities

	Existence	Budding	Sustaining/ Investing	Expanding	Maturing

CRITICAL TO SUCCESS — Owner's ability to execute

Size and Complexity

RELEVANT OR NATURAL BY-PRODUCT — Owner's ability to delegate

Growth Stage Managerment Style

Existence	Budding	Sustaining/ Investing	Expanding	Maturing
Direct Supervision	Supervised Supervision	Functional	Divisional	Decentralized
The owner managers everyone and everything	The owner is still synonymous with the business. Sales or general manager carrying out well defined orders of the owner	Functional managers to take over certain duties of the owner e.g. Financial Controller taking over financial matters	Owner and business reasonably separate but presence & stock control still strong. There are competent key managers in place	Business and owner are quite separate, both financially and operationally. Experienced and professional staff are operate with high degree of autonomy

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Next Steps

As a first step, you may want to consider reviewing the frameworks and key guidelines that make up the free HR Capability Toolkit for SMEs at www.hrcapability.com. The website also makes available tips and pointers on how to manage specific HR matters, including templates that can be adopted with minimal customization in the following 8 areas:

1. Manpower Planning
2. Recruitment & Selection
3. Compensation & Benefits
4. Performance Management
5. Career Management
6. Learning & Development
7. Talent Management & Succession Planning
8. Employee Relations

If you require expert assistance, you should consider tapping into the Innovation Capability Voucher (ICV) by SPRING Singapore. This scheme provides SMEs up to two $5,000 vouchers for HR capability enhancement projects of 6 months duration or less. Each voucher can be used in one of the following HR areas:

1. Manpower Planning
2. Recruitment & Selection
3. Compensation & Benefits
4. Performance Management
5. Career Management
6. Learning & Development

Visit the SPRING website to find out the list of approved service providers you can contact to take advantage of the ICV scheme for HR upgrading initiatives.

If you would like to enhance the overall HR capability of your organization in a more comprehensive and integrated manner, please approach SPRING on how to access the Capability Development Grant (CDG).

The CDG is a financial assistance program aimed at helping SMEs defray up to 70% of qualifying project costs*, relating to consultancy, manpower, training, etc. The CDG can be applied to HR Projects that develop a strong human capital foundation for business sustainability in three areas: HR Management and Development, Leadership Development, and Talent Attraction.

*SPRING's enhanced funding support of up to 70% would be effective for three years until 31 March 2015.

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CDG HR Areas	Supported Activities
HR Management & Development Implement effective HR processes, practices and policies to attract, develop and retain talent to support SME growth strategies.	– Manpower planning – Recruitment and selection – Compensation and benefits – Performance management – Learning and development – Career management – Talent management – Employee engagement – Other HR management or development areas
Leadership Development Strengthen leadership skills of senior management and develop managerial competencies for middle management.	– Developing leadership abilities and skills through executive development programmes and postgraduate programmes – For Senior Management – For Middle Management – Engaging business advisors to improve business and processes – Engaging business mentors to advise SME CEOs on business strategies
Talent Attraction Develop and anchor a strong pipeline of young local talents for business growth and sustainability. Become the employer of choice which offer attractive job opportunities to fresh local talents. Note: SMEs should have minimum group revenue of S$10 million per annum required for leadership development and talent attraction	– Recruiting interns to attract and expose them to SME's thriving work environment – Offering local university scholarships – Offering study awards and job opportunities to polytechnic and ITE students (under SME Talent Programme) – Hiring and training fresh graduates (polytechnic & university) as management associates – Workshops to build up SME's knowledge on talent management

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Appendix - Process Area Details

1. Recruitment	1	2	3	4	Gap	Current
Job Requirements			◆		0	
Recruitment Criteria			◆		1	3
Recruitment Process			◆		0	

2. HR Management	1	2	3	4	Gap	Current
HR Policies			◆		0	
HR Processes			◆		0	2.6
Employee Data			◆		2	

3. Manpower Planning	1	2	3	4	Gap	Current
Org & Role Design			◆		1	
Manpower Projections			◆		0	3
Manpower Review			◆		0	

4. Training & Development	1	2	3	4	Gap	Current
Training Needs Analysis			◆		0	
Training & Devt Roadmap			◆		0	
Training Participation			◆		0	3.7
Employee Onboarding			◆		0	

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5. Performance Management	1	2	3	4	Gap	Current
Goal-Setting			◆		0	
Performance Appraisal Process		◆			1	2
Performance Coaching		◆			1	
Performance Incentives		◆			2	

6. Compensation & Benefits	1	2	3	4	Gap	Current
C&B Structure			◆		0	
Market Benchmarking			◆		0	2.3
C&B Review		◆			2	

7. Talent Management & Succession Planning	1	2	3	4	Gap	Current
Mission-Critical Roles		◆			2	
Talent Identification Criteria		◆			2	1.3
Succession Planning Process		◆			1	

8. Organization Culture & Core Values	1	2	3	4	Gap	Current
Culture Definition			◆		0	
Culture Development			◆		0	3
Culture Drivers		◆			2	

9. Employee Engagement & Communications	1	2	3	4	Gap	Current
Employee Engagement		◆			1	
Employee Comms			◆		0	2.5

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10. Employee Value Proposition (EVP)	1	2	3	4	Gap	Current
EVP Definition			◆		0	
EVP Execution			◆		0	3.3
EVP Application through Employer Branding			◆		0	

11. International Mobility	1	2	3	4	Gap	Current
International Mobility Policies			◆		0	
International Mobility Processes & Support Infrastructure			◆		0	3.3
International Organisation Capability			◆		0	

OVERALL		2.7

Legend

🟥	Current state (Level 1 score)
🟨	Current state (Level 2 score)
🟩	Current state (Level 3 score)
🟦	Current state (Level 4 score)
◆	Ideal state (for specific Growth Stage)

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