



Human Resource Maturity Diagnostics v4
for Singapore SMEs and Growth Oriented Enterprises

The Hay Group HR Maturity Model (HRMM) is a growth framework which outlines the progression of organisational 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 Singapore SMEs needing to build up their organisational capability by systematically investing in their people, systems and policies to enable higher performing teams. This latest version is part of a collaboration with SPRING Singapore to design and establish a common national standard for HR diagnostics.

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

The HRMD comprises of 4 levels. Results are best validated with a qualified consultant who can help interpret the results in conversation with business leaders ready to bring about a transformation in their organisation. By incorporating the leader's specific organisational priorities into the results, a tailored **HR road map** of activities can then be generated to help the company bridge the gaps identified to successfully meet the challenges of their current or even future growth stages.

Contact Details

Company Name: _____

Date of Assessment: _____

CEO Name: _____

Designation: _____

DID/HP: _____

Email: _____

HR Rep Name: _____

Designation: _____

DID/HP: _____

Email: _____

SPRING's Assessment Team

Officer Name (leader): _____

Officer Name II: _____

Industry

Please indicate the primary industry in which your company operates.

- ☐ Biomedical & Healthcare Services
- ☐ Chemicals
- ☐ Cleantech / Environmental Solutions
- ☐ Construction
- ☐ Electronics
- ☐ Engineering Services
- ☐ Information Technology / Infocomm
- ☐ Food and Beverage Services
- ☐ Food Manufacturing
- ☐ Furniture
- ☐ Logistics

- ☐ General Manufacturing
- ☐ Packaging
- ☐ Precision Engineering
- ☐ Professional Services
- ☐ Printing
- ☐ Private Education
- ☐ Retail
- ☐ Textile and Apparel
- ☐ Transport Engineering
- ☐ Others: _____

Company Type

Please select all that apply.

- ☐ Listed Company
- ☐ Private company
- ☐ Private Company, planning to list (within 2 years)
- ☐ Family Run Business

Scope of Operations

Please select all that apply.

- ☐ Local market
- ☐ Overseas market

Company Financials (SGD)

Please indicate annual figures.

- ☐ Local Revenue \$: _____
- ☐ Overseas Revenue \$: _____
- ☐ Gross Profit %: _____

Workforce Composition

Please indicate for the latest year

- ☐ Total no. of local staff
- ☐ No. of University graduates _____
- ☐ No. of Poly graduates _____
- ☐ No. of ITE graduates _____
- ☐ Local staff (Part-Time): _____%
- ☐ Local HR Team Size: _____%

- ☐ Total no. of overseas staff
- ☐ Overseas HR Team Size: _____

Workforce Metrics

Please indicate for the latest year

- ☐ Local staff retention: _____%
- ☐ Overseas staff retention: _____%

$$R = \frac{\text{Number of people stayed}}{\text{Number of positions}} \times 100$$

(in the last year)

- ☐ Local staff turnover: _____%
- ☐ Overseas staff turnover: _____%

$$T/O = \frac{\text{Number of people left}}{\text{Number of positions}} \times 100$$

(in the last year)

- ☐ Training cost as % payroll _____%
- ☐ Training Participation _____% of staff

Training participation = % of staff who has attended training including structured on-the-job training

Company's Current Growth Stage

<input type="checkbox"/> Budding	The company has a workable business model but is <u>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.</u>
<input type="checkbox"/> Sustaining	The company is profitable and the objective is to keep it stable <u>without additional risks or investments.</u> The management is concerned with keeping the status quo for as long as possible.
<input type="checkbox"/> Aspiring	The company is profitable and the objective is to <u>consolidate and shore up financial resources</u> (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".
<input type="checkbox"/> Expanding	The company is currently expanding rapidly. It is investing and trying to balance control and the desire to grow. It is <u>concerned with managing its cash and operations prudently to avoid expanding too fast</u> with emphasis on improving its systems.
<input type="checkbox"/> Maturing	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 <u>concerned with how to preserve its agility, innovation and entrepreneurial spirit.</u>

Company's Current Management Style

<input type="checkbox"/> Direct Supervision	The owner manages everyone and everything.
<input type="checkbox"/> Supervised Supervision	The owner is still synonymous with the business. Sales or general manager carries out well-defined orders of the owner.
<input type="checkbox"/> Functional	Functional managers take over certain duties of the owner. e.g. Financial Controller taking over financial matters.
<input type="checkbox"/> Divisional	The owner and business are reasonably separate but owner presence & stock control are still strong. There are competent key managers in place.
<input type="checkbox"/> Decentralized	The owner and business are quite separate, both financially and operationally. Experienced and professional staff operates with high degree of autonomy.

Leadership Commitment to Human Capital Development

<input type="checkbox"/> On a Needs Basis	Leaders are focused on managing day-to-day activities and the commercial aspects of the business. People capability issues are attended to when the need arises. Usually through direct intervention by the business owner(s).
<input type="checkbox"/> Control Constraint	Leaders recognize that people capability issues are a constraint that needs to be controlled or it will affect the commercial aspects of the business. Actions usually led by HR and/or the business owner(s).
<input type="checkbox"/> Management Responsibility	Leaders see people capability issues as a key managerial responsibility. The focus is on implementing the right processes to avoid holding the business back or meeting the increasing needs of business. Usually coordination or guidance support is provided to business units by HR.
<input type="checkbox"/> Strategic Resource	Leaders see people capability issues as a key strategic resource which requires deep investment. They seek to meet current and future needs with involvement from all managers in partnership with HR. Line managers are actively engaged in people matters.
<input type="checkbox"/> Integrated into Business	Leaders regard people capability as an integral part of the competitive advantage of the business. Their approach in addressing people capability issues is well-integrated with current and future organisational needs. Usually with involvement of all employees in leadership positions, in partnership with HR.

Explanation of Format:

AREA	I	II	III	IV
A process area identifies a cluster of related activities that, when performed together, achieve a set of goals considered important.	Characteristic of processes at this level that they are (typically) undocumented and tending to be driven in an ad hoc, uncontrolled and reactive manner by users or events	Characteristic of processes at this level that some processes are repeatable but discipline is unlikely to be rigorous. Defined criteria may be largely open to interpretation and not updated or improved on regularly	Characteristic of processes at this level that there are sets of defined and documented standard processes established and subject to some degree of improvement over time. Structured, well-defined but typically done in isolation from other process areas.	Characteristic of processes at this level are typically comprehensive, regularly updated, using some degree of objective metrics to update and improve results and are linked to other process areas to deliver strategic outcomes for the organisation.

Calibration:



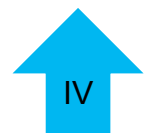
Common in companies who view HR as an administrative burden or are preoccupied with day-to-day business issues



Common in companies putting in an effort to manage their HR processes so things don't spiral out of control



Rare but seen in firms that are successfully improving their HR so as not to hold back the business



Very Difficult to Achieve. Most have HR professionals in place to support this level of effort

Instructions

- For an effective assessment, the diagnostics should be conducted with the assistance of a senior management executive or function head of Human Resource who is able to provide the strategic context for the business
- For each process area (row), please select the most appropriate level (I, II, III or IV) that best describes your firm's current state. If your firm does not fulfil all the criteria in a level, select the level below.

1. RECRUITMENT

AREA	I	II	III	IV
Job requirements	<ul style="list-style-type: none"> The job requirements of the vacancy, such as required skills, knowledge, qualifications, personal traits, etc are not specified 	<ul style="list-style-type: none"> The job requirements of the vacancy are vaguely documented in some form, e.g. JD or job advertisements, but <u>widely open to interpretation</u> 	<ul style="list-style-type: none"> The job requirements of the vacancy are clearly articulated and documented in JDs, matching the job responsibilities 	<ul style="list-style-type: none"> The job requirements of the vacancy are clearly articulated and documented in JDs, and have been <u>calibrated</u> to match with internal career progression levels and grading structures
Recruitment Criteria	<ul style="list-style-type: none"> Candidate recruitment criteria are undocumented; hiring is mainly based on 'gut feel' 	<ul style="list-style-type: none"> Generic, broad-based criteria have been outlined but are <u>not necessarily specific to job</u> requirements 	<ul style="list-style-type: none"> Recruitment criteria have been identified for specific job requirements, with sufficient detail to guide recruitment process 	<ul style="list-style-type: none"> Clear recruitment criteria identified for both <u>capability & culture</u> fit For Group: Recruitment criteria guidelines are established and consistent across all entities for similar roles.
Recruitment Process	<ul style="list-style-type: none"> Recruitment process has not been defined or is <u>unstructured</u> 	<ul style="list-style-type: none"> Recruitment process is defined, with a basic interview format/structure, evaluation form, roles & responsibilities; One or <u>very few</u> <u>sources</u> of candidates are used and not being reviewed 	<ul style="list-style-type: none"> Recruitment process is defined, and supported with the <u>involvement of different stakeholders</u> and the use of <u>selection tools</u>; Several sources of candidates are used for recruitment <u>Sources</u> of candidates are being <u>reviewed periodically</u> in an effort to identify 	<ul style="list-style-type: none"> Recruitment process is defined and integrated with the organisation's broader human capital programmes, such as manpower planning, capability development needs, etc; The <u>quality of recruited candidates</u> is <u>evaluated</u> to identify gaps in recruitment

			higher quality candidates	process, criteria and channels periodically <ul style="list-style-type: none"> ▪ For Group: process is harmonized across all entities for hiring consistency
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2. HR MANAGEMENT

AREA	I	II	III	IV
HR Policies	<ul style="list-style-type: none"> HR policies are undocumented, incomplete or loosely-written 	<ul style="list-style-type: none"> Basic HR policies are in place, but <u>not comprehensive nor regularly updated</u>; Employees receive some form of documentation with regards to HR policies, e.g. employee handbook 	<ul style="list-style-type: none"> Comprehensive HR policies are in place and are only <u>reviewed/ updated for legal compliance</u>; Employees receive some form of documentation with regards to the HR policies, e.g. employee handbook 	<ul style="list-style-type: none"> Comprehensive HR policies are in place and are <u>reviewed periodically</u> to enhance the effectiveness of HR management to be in line with market practices, e.g. updating of entitlements, review of terms & conditions, etc For Group: policies are harmonized across all entities
HR Processes	<ul style="list-style-type: none"> HR processes are undocumented or ad hoc, without clear steps or roles & responsibilities 	<ul style="list-style-type: none"> A few basic HR processes, e.g. recruitment, termination, etc have been documented and communicated 	<ul style="list-style-type: none"> <u>Most or all key HR processes</u> have been documented; Most of the HR processes are <u>manually administered</u> 	<ul style="list-style-type: none"> Most or all key HR processes have been documented; HR processes are essentially standardised and performed with the support of <u>tools such as HRMS</u> For Group: processes are standardized across all entities
Employee Data	<ul style="list-style-type: none"> Employee data is not captured accurately or updated 	<ul style="list-style-type: none"> Employee data is managed using a combination of paper and spreadsheets; Employee data updates may not be timely or accurate at times 	<ul style="list-style-type: none"> Employee data is managed using a combination of paper, spreadsheets and online tools, e.g. HRMS; Employee data updates are <u>generally timely and accurate</u> 	<ul style="list-style-type: none"> Employee data is managed closely (updates are timely and accurate) There is a <u>single source of employee data</u> managed on an integrated HRMS For Group: employee data is managed on an integrated HRMS, or common templates and tools are used to



				manage employee data across entities
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3. MANPOWER PLANNING

AREA	I	II	III	IV
Organisation & Role Design	<ul style="list-style-type: none"> No organisation chart has been developed 	<ul style="list-style-type: none"> An organisation chart exists, but <u>does not reflect the actual</u> organisation structure and roles 	<ul style="list-style-type: none"> The organisation chart is updated and reflects the current organisation structure; The <u>roles and accountabilities of various functions</u> in the structure have been defined <u>Changes to the organisational structure are communicated to employees in a timely manner</u> 	<ul style="list-style-type: none"> The organisation chart is updated and reflects the current organisation structure, with roles and accountabilities defined; The <u>structure is periodically reviewed and updated</u> to provision for future growth or reorganisation plans <u>Changes to the organisational structure are communicated to employees in a timely manner</u>
Manpower Projections	<ul style="list-style-type: none"> No manpower projections are performed, or manpower projections are performed in an undocumented manner on an ad-hoc basis 	<ul style="list-style-type: none"> Manpower projections focus on acquiring headcount and capabilities for <u>current job requirements</u> only 	<ul style="list-style-type: none"> Some basic manpower analysis done to <u>broadly project future</u> manpower requirements 	<ul style="list-style-type: none"> <u>Detailed analysis conducted</u> for the purpose of <u>building manpower capabilities</u> to support business growth, outlining the profiles of staff required, skills, knowledge, etc
Manpower Plan	<ul style="list-style-type: none"> There is no manpower plan or the plan is reviewed on an ad-hoc basis 	<ul style="list-style-type: none"> Review of manpower plan conducted infrequently 	<ul style="list-style-type: none"> Review of manpower plan <u>conducted regularly</u>, as part of business review and budgeting 	<ul style="list-style-type: none"> Review of manpower plan conducted regularly, as part of business review and <u>integrates closely with other HR initiatives</u>, e.g. training & development, succession planning, etc

4. TRAINING AND DEVELOPMENT

AREA	I	II	III	IV
Training Needs Analysis	<ul style="list-style-type: none"> Training needs analysis is not conducted 	<ul style="list-style-type: none"> Training needs analysis has been conducted as a <u>once-off exercise</u> to broadly capture skills gaps 	<ul style="list-style-type: none"> Training needs analysis is conducted for individual employees and <u>updated</u> over time; Employees are then scheduled to attend the required training to address the skills gaps 	<ul style="list-style-type: none"> Training needs analysis is conducted for individual staff and updated over time; The <u>findings are analysed at the company-level</u> to analyse skills gaps; Training and development programmes are identified to address skills gaps <u>For Group: Similar methodology for conducting training needs analysis is adopted across the group.</u>
Training and Development Roadmap	<ul style="list-style-type: none"> Training & development roadmap has not been developed 	<ul style="list-style-type: none"> A training & development roadmap has been developed primarily for <u>basic technical skills</u> training for a few categories of employees 	<ul style="list-style-type: none"> Training & development roadmaps have been developed for <u>some categories of employees</u>, for the development of required technical skills using a <u>combination of training courses and OJT</u> 	<ul style="list-style-type: none"> Training roadmaps have been developed for all staff, for the training of required technical skills as well as leadership/management skills, using a combination of training and learning platforms <u>linked to business objectives</u> <u>For Group: training roadmaps have been harmonized across the Group</u>
Training Participation	<ul style="list-style-type: none"> Little or no training provided – new employees are expected to enter the company with relevant skills or to acquire them while on the job 	<ul style="list-style-type: none"> Employees attend ad hoc training, which <u>does not follow a training roadmap</u> <u>OJT for employees is unstructured</u> 	<ul style="list-style-type: none"> Employees are <u>required</u> to undergo training as a company policy; The training an employee undergoes is <u>in accordance with</u> 	<ul style="list-style-type: none"> Employees are required to undergo training as a company policy; The effectiveness of training as applied in the workplace is <u>analysed</u> and the

			<p>the relevant <u>training roadmap</u></p> <ul style="list-style-type: none"> ▪ <u>OJT for employees is structured</u> 	<p>findings are used to <u>fine-tune the training policies and programmes</u></p>
Employee Onboarding	<ul style="list-style-type: none"> ▪ New employees undergo a basic onboarding process, which takes a form of an administrative briefing 	<ul style="list-style-type: none"> ▪ New employees are given a broad company overview, and are inducted into their jobs through <u>basic training and OJT</u> 	<ul style="list-style-type: none"> ▪ New employees are given structured <u>onboarding</u> which includes training and OJT, company familiarisation, culture induction, meeting with leaders, assigned buddies etc, ▪ 	<ul style="list-style-type: none"> ▪ New employees are given structured <u>onboarding</u> and are <u>assigned buddies and mentors</u> to facilitate their settling into new roles; ▪ Their <u>progress is reviewed</u> over an initial period to address any gaps/issues which may surface ▪ For Group: the <u>employee onboarding process, key messages and experience are consistent across all entities</u>

5. PERFORMANCE MANAGEMENT

AREA	I	II	III	IV
Goal-Setting	<ul style="list-style-type: none"> Performance goals are not set, documented or clearly articulated 	<ul style="list-style-type: none"> Performance goals are set, but are not clear and not linked to the business strategy and company values 	<ul style="list-style-type: none"> Performance goals are set and are linked to the business strategy, but may not be balanced, e.g. <u>Mainly focused on financial targets</u> only 	<ul style="list-style-type: none"> Performance goals are set and are <u>linked to the business strategy</u>; The goals are <u>balanced</u> in the sense that they cover both internal development and external growth objectives, long-term and short-term goals, leading & lagging performance indicators etc.
Performance Appraisal Process	<ul style="list-style-type: none"> Performance appraisal is conducted informally on an ad hoc basis 	<ul style="list-style-type: none"> Performance appraisal is <u>conducted regularly</u> (e.g. annually), with the support of basic appraisal forms; The performance appraisal <u>criteria are not meaningfully differentiated</u> across the various employee levels and types 	<ul style="list-style-type: none"> Performance appraisal is conducted regularly with <u>clear criteria</u> e.g. KPIs, competencies, demonstration of company's values. The relevant criteria have been differentiated across the various employee levels and types 	<ul style="list-style-type: none"> Performance appraisal is conducted regularly with the clear criteria which have been differentiated across various employee levels and types; <u>A process exists to calibrate scores across the company to ensure ratings by different managers are fair and using a common standard</u> Overall performance levels are reviewed by the top management to identify potential issues, e.g. work processes, job design, accountabilities, etc <u>For Group: the definition of performance and process to appraise is harmonized across all entities</u>

Performance Coaching	<ul style="list-style-type: none"> Supervisors do not coach their team members on performance improvements 	<ul style="list-style-type: none"> Supervisors coach their team members on an <u>informal and ad hoc basis</u> 	<ul style="list-style-type: none"> Supervisors are <u>trained</u> on performance coaching, and do so on a <u>formal, regular basis</u> 	<ul style="list-style-type: none"> Supervisors conduct performance coaching and <u>review employee development needs at the organisation level</u> to identify and address gaps
Performance Incentives	<ul style="list-style-type: none"> Performance incentives are not provided to employees 	<ul style="list-style-type: none"> Performance incentives are provided to employees, but are not differentiated 	<ul style="list-style-type: none"> Performance incentives are provided to better-performing employees, but the <u>criteria for differentiating performance levels may not be clear</u> 	<ul style="list-style-type: none"> Performance incentives are provided to better-performing employees and the criteria for differentiating performance levels are <u>communicated and supported by performance targets</u> e.g. KPIs, competencies, etc For Group: performance incentives are harmonized across all entities

6. COMPENSATION AND BENEFITS (C&B)

AREA	I	II	III	IV
C&B Structure	<ul style="list-style-type: none"> Grading structure and salary ranges not in place 	<ul style="list-style-type: none"> Basic grading structure in place, but may not be consistent with job levels or job design; Salary ranges exist but are not documented 	<ul style="list-style-type: none"> Grading structure and salary ranges are established, and <u>reflect the job sizes across all work levels</u>, but they do not take differences (in progression and pay levels) between job families into account 	<ul style="list-style-type: none"> Grading structure reflects the job sizes across all work levels, as well as different job families; Salary ranges have been developed to match the respective grades in the various job families For Group: the Group Reward philosophy is

				extended to all entities
Market Benchmarking	<ul style="list-style-type: none"> Employee salaries and salary ranges are not benchmarked against the market or are informally benchmarked 	<ul style="list-style-type: none"> Employee salaries and/or salary ranges are benchmarked against the market, but the basis of comparison is approximated (e.g. <u>using job titles</u>); Salary benchmarking may only be for specific salary components, and <u>not for total compensation package</u> 	<ul style="list-style-type: none"> Employee <u>salaries and/or benefits</u> are benchmarked against the market on a total compensation basis, but the basis of comparison is approximated (e.g. <u>using job titles</u>) 	<ul style="list-style-type: none"> Employee salaries and benefits are benchmarked against the market on a total rewards basis; Various bases of comparison are used, e.g. <u>job sizes</u>, industry/sectors, job families, etc
C&B Review	<ul style="list-style-type: none"> Compensation and benefits are reviewed on an ad hoc basis, primarily to address employment <u>legislation requirements</u> 	<ul style="list-style-type: none"> Compensation and benefits are broadly reviewed on an ad hoc basis, as a reaction to catch up with market movement 	<ul style="list-style-type: none"> Compensation and benefits are broadly reviewed on a regular basis, to ensure continuous competitiveness with the market 	<ul style="list-style-type: none"> Compensation and benefits are reviewed on a regular basis, to ensure competitiveness with the market as well as to introduce <u>targeted pay practices and components to achieve specific objectives</u> (e.g. attract specific talent, incentivise productivity, etc)

7. TALENT MANAGEMENT AND SUCCESSION PLANNING

AREA	I	II	III	IV
Mission-Critical Roles and Succession Planning	<ul style="list-style-type: none"> ▪ Mission-critical roles have not been formally identified or are identified based on "gut feel" ▪ Succession planning is not practiced 	<ul style="list-style-type: none"> ▪ Mission-critical roles have been <u>formally identified</u>, and are limited to the top management roles ▪ Potential successors have been <u>informally identified, without undergoing a structured process</u> or management discussion 	<ul style="list-style-type: none"> ▪ Mission-critical roles have been formally identified at the top management level, <u>as well as specific mid-level roles</u> ▪ Potential successors have been identified through a <u>structured process, but do not undergo specific development programmes or deployment to prepare them</u> for mission-critical roles 	<ul style="list-style-type: none"> ▪ Mission-critical roles have been formally identified across various levels, <u>as well as feeder positions within the company</u> which will provide the required experience/ exposure to prepare employees for mission-critical roles ▪ Potential successors have been identified through a structured process, and are <u>developed through career planning</u> across all levels including targeted programmes and deployment to prepare them for mission-critical roles ▪ <u>For Group: an inventory of potential successors for the entire group is maintained for enterprise-level development and deployment</u>
Talent Identification Criteria	<ul style="list-style-type: none"> ▪ Talent identification criteria do not exist 	<ul style="list-style-type: none"> ▪ Talent identification criteria are based on "gut-feel" and are undocumented or unclear 	<ul style="list-style-type: none"> ▪ Talent identification criteria have been developed, and are based on operational and/or performance measures 	<ul style="list-style-type: none"> ▪ Talent identification criteria are based on a <u>combination of performance track record as well as leadership/ people skills/ potential</u> which are aligned to the company's needs

				<ul style="list-style-type: none"> ▪ For Group: alignment incorporates Group needs
Career Pathway	<ul style="list-style-type: none"> ▪ Career Pathways are not defined 	<ul style="list-style-type: none"> ▪ Career pathways are defined for <u>core job families</u> 	<ul style="list-style-type: none"> ▪ Vertical or lateral pathways are defined <u>for all job families</u> in the organisation e.g. includes corporate function jobs such as HR ▪ Competencies are defined for each job level and job family 	<ul style="list-style-type: none"> ▪ Multiple pathways are defined for all job families in the organisation and <u>may include cross-overs to allow lateral moves between job families</u> • Competencies are defined for each job level and job family

8. ORGANISATION CULTURE

AREA	I	II	III	IV
Culture Definition	<ul style="list-style-type: none"> The organisation's culture e.g. core values and desired behaviours are undocumented and/or unclear 	<ul style="list-style-type: none"> The organisation's culture is described in a few <u>broad statements</u> 	<ul style="list-style-type: none"> The organisation's culture is described in <u>clear statements</u>, which are <u>further translated into how they can be demonstrated</u> by employees across various levels 	<ul style="list-style-type: none"> The organisation's culture is <u>reviewed periodically</u> to ensure relevance and alignment to business objectives
Culture Deployment	<ul style="list-style-type: none"> The organisation's culture e.g. core values and desired behaviours are not communicated 	<ul style="list-style-type: none"> The organisation's culture is communicated, but infrequently, e.g. during onboarding only 	<ul style="list-style-type: none"> The organisation's culture is communicated and <u>reinforced during regular employee communication sessions</u> 	<ul style="list-style-type: none"> The organisation's culture is a key part of the broader HR practices, e.g. onboarding process, training, performance appraisal, etc; Workshops and/or teambuilding events are <u>conducted to strengthen</u> organisation culture
Stewardship for Culture Development	<ul style="list-style-type: none"> No party is responsible for developing the organisation's culture e.g. core values and desired behaviours 	<ul style="list-style-type: none"> Organisation culture is developed primarily by HR or the business leader 	<ul style="list-style-type: none"> There are clear and specific stewards who are responsible for developing organisation culture e.g. HR, the business leader and supervisors 	<ul style="list-style-type: none"> Employees at different levels of the organisation share the responsibility to develop organisation culture

9. EMPLOYEE ENGAGEMENT AND COMMUNICATIONS

AREA	I	II	III	IV
Employee Engagement	<ul style="list-style-type: none"> Employee opinions relating to their level of engagement at work are not sought 	<ul style="list-style-type: none"> Employee opinions are sought in an <u>informal manner</u> and/or <u>irregularly</u>; The findings are unstructured and broad 	<ul style="list-style-type: none"> Employee opinions are sought on a regular basis and in a <u>structured manner</u>, so as to enable reporting and analysis to identify gaps 	<ul style="list-style-type: none"> Employee opinions are sought on a regular basis and in a structured manner; <u>Action plans are developed and implemented</u>, and the <u>management updates employees on progress</u> on a regular basis For Group: engagement scores and action plans are analyzed and acted upon with Group-level perspective
Employee Communications	<ul style="list-style-type: none"> Other than job-related matters, there are little or no company-wide communications about the broader developments of the company, updates on policies, etc 	<ul style="list-style-type: none"> Company-wide employee communications are conducted on an irregular basis, and mostly triggered by ad hoc events 	<ul style="list-style-type: none"> Company-wide employee communications are conducted on a <u>regular basis</u>, primarily driven by the top management or HR 	<ul style="list-style-type: none"> Company-wide employee communications are conducted on a regular basis, and are structured to <u>involve various stakeholders</u> and change agents, such as managers, HR, selected staff, etc For Group: communications are carried out with consistent messaging and timeliness to all entities

10. EMPLOYEE VALUE PROPOSITION (EVP) or “Employer Unique Selling Point”

AREA	I	II	III	IV
EVP Definition	<ul style="list-style-type: none"> No employee value proposition has been defined 	<ul style="list-style-type: none"> The company provides broad-based statements on its employee value proposition, but <u>does not specify how these are be carried out</u> 	<ul style="list-style-type: none"> The company has articulated, in a limited manner, how some aspects of its HR policies and practices are built with the employee's interests in mind; It is not clear about how its employee value proposition is differentiated from that of <u>other employers</u> 	<ul style="list-style-type: none"> The company has a well-defined employee value proposition which is differentiated from other employers, and <u>targeted to attract/retain talent</u> within the company
EVP Execution	<ul style="list-style-type: none"> The company does not refer to its employee value proposition (if there is one) to align and integrate its HR policies & practices 	<ul style="list-style-type: none"> The company <u>makes some effort</u> to align parts of its HR policies and practices against its employee value proposition, but this is carried out on an ad hoc basis and is not conducted in a holistic or integrated manner 	<ul style="list-style-type: none"> The company has a <u>structured process</u> to align some areas of its HR policies and practices to its employee value proposition, but other areas of HR have yet to be aligned and integrated 	<ul style="list-style-type: none"> The company takes <u>active steps to align and integrate</u> its HR policies and practices to ensure their consistency with its employee value proposition; This is conducted in a <u>comprehensive manner, covering all major areas of HR polices & practices</u>, to enhance its ability to attract and retain talent as an employer of choice

EVP Application through Employer Branding	<ul style="list-style-type: none"> ▪ The company has not embarked on employer branding efforts, internally or externally 	<ul style="list-style-type: none"> ▪ The company has started some form of employer branding (externally or internally), but its approach to employer branding may be generic and not necessarily reflecting its employee value proposition 	<ul style="list-style-type: none"> ▪ The company has implemented employer branding initiatives which are in line with its employee value proposition, but they <u>focus on either external or internal audiences only (not both)</u> 	<ul style="list-style-type: none"> ▪ The company has integrated its external employer branding efforts with internal employer branding, aligning both to its employee value proposition; ▪ The company is being cohesively positioned as an employer of choice amongst prospective, current and past employees ▪ For Group: Employer Branding is consistently applied across all entities
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For Organisations with international operations only

11. INTERNATIONALIZATION

AREA	I	II	III	IV
International Organisation Capability	<ul style="list-style-type: none"> The company is organised like a purely local company and functions like one, without a clear plan, structure nor culture for internationalisation 	<ul style="list-style-type: none"> The company has a broad plan to grow internationally and has identified resources to support growth/ limited operations in overseas markets; however, these resources are typically deployed on an <u>project/ need basis</u>; The company has not specifically developed <u>international organisation capabilities</u> nor structure 	<ul style="list-style-type: none"> The company has an international growth strategy and has basic overseas functions; however, these <u>functions are led by Singapore-based managers who have other roles in Singapore</u> While the company has started to adapt its existing structure in Singapore to support its international efforts, its <u>organisation culture and HR structures have not been fully developed to cater for international growth</u> 	<ul style="list-style-type: none"> The company has a clear international growth strategy and has been structured to develop and grow organically in multiple overseas markets, with the <u>management team being well-coordinated and held accountable for international growth</u>; The company has introduced organisation capabilities and culture which support internationalisation, by developing <u>international management competencies</u>, building an <u>internationally-diversified workforce</u>, international HR structures, etc

International Mobility Policies	<ul style="list-style-type: none"> No international mobility policies have been defined 	<ul style="list-style-type: none"> International mobility policies in a few areas, such as international travel and allowance policies, training, etc have been defined in a basic manner, leaving room for interpretation and potentially <u>inconsistent application</u>; The policies tend to be <u>standalone and piecemeal</u> 	<ul style="list-style-type: none"> Some key areas relating to international mobility policies have been <u>clearly defined</u>, such as expatriate / international assignment compensation & benefits entitlements, relocation, training, etc; The policies support the company's international HR strategy; however, there is further scope to develop the remaining policy areas, which are unclear 	<ul style="list-style-type: none"> International mobility <u>policies are comprehensive</u>, covering key areas such as expatriate / international assignment programmes, compensation & benefits, relocation, tax treatment, repatriation, training, etc; The policies have clearly been integrated to effectively support the company's international HR strategy <u>International mobility policies are reviewed periodically for competitiveness and effectiveness</u>
International Mobility Processes and Support Infrastructure	<ul style="list-style-type: none"> International mobility processes have not been defined 	<ul style="list-style-type: none"> International mobility processes have been loosely defined and tend to <u>focus on basic short-term travel requirements</u>; <u>No specific resource has been identified</u> to administer the international mobility processes 	<ul style="list-style-type: none"> Some key international mobility processes have been defined, such as international deployment, culture/ language training, relocation services, etc, but for remaining processes, they tend to be discretionary; <u>A resource has been identified and held accountable</u> for the administration of processes and facilitation of international mobility 	<ul style="list-style-type: none"> International mobility processes have been comprehensively defined, such as international manpower planning, assessment/ selection, deployment, culture/ language training, relocation services, etc; A trained resource or team has been identified and held accountable for the administration of processes and facilitation of international mobility

Contact hcd@spring.gov.sg if you need further information or clarification. Thank you



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