Key Learning Outcomes

• Grasp the concept, drivers, benefits and scope of Human Capital & HC Planning
• Understand the contribution of HC Planning within the macro picture of the organization
• Perform HC Self-Assessment using the elements in the assessment framework
• Master the model of HC Forecasting and apply the different tools and techniques of forecasting HC demand and supply
• Perform HC Planning activities by applying the knowledge, skills, and abilities from this workshop.
<table>
<thead>
<tr>
<th>TIME</th>
<th>TOPICS</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| 0830-1030  | Define: HC Planning  
Main Drivers of HC Planning  
Benefits of HC Planning  
Concepts of HC Organizations (HCO)  
Principles of HC Management | Slides presentations  
Concert Brainstorming  
Questionnaires  
Self-Assessment  
Q & A                                                                                           |
| 1030-1100  | **Tea Break**                                                                                                                        |                                                                                                       |
| 1100-1245  | Strategic Planning & HC Link  
Scenario Planning  
Job Analysis, Job Profiling, HC Mapping  
Model of HC Forecasting  
Tools of Forecasting | Video Shows  
Best Practices Sharing  
Q & A  
Self-Assessment                                                                                           |
| 1245-1430  | **Lunch**                                                                                                                            |                                                                                                       |
| 1430-1600  | Applications of Demand and Supply Forecasting  
Tools                                                                                                                                                      | Group Activities  
Participants’ Presentations                                                                                           |
| 1600-1630  | **Tea break**                                                                                                                         |                                                                                                       |
| 1630-1730  | HRIS  
Trends & Directions in HC & Employment | Slides presentations  
Concert Brainstorming  
Q & A                                                                                           |
What is Human Capital (HC)?

\[ \text{HC} = \text{People} \]

Key Principles of HC

(1) People are assets

(2) Policies must align to “Shared Vision”
Definition: Human Capital (HC) Planning

HC planning is a systematic process for identifying the resource pool and its capabilities to meet organization goals and developing the strategies to meet the requirements to fulfill those goals.
“IF YOU ONLY LOOK AT WHAT IS, YOU MIGHT NEVER ATTAIN WHAT COULD BE.”
- ANONYMOUS

“IF YOU FAIL TO PLAN, YOU PLAN TO FAIL.”
- NORMAN VINCENT PEALE

“THE BEST PREPARATION FOR GOOD WORK TOMORROW IS TO DO GOOD WORK TODAY.”
- ELBERT HUBBARD

“PLANNING WITHOUT ACTION IS FUTILE, ACTION WITHOUT PLANNING IS FATAL.”
- UNKNOWN
“UNLESS THE RIGHT NUMBER OF SUITABLY QUALIFIED PROFESSIONALS ARE AVAILABLE AT THE RIGHT TIME AND THE RIGHT PLACE, THE ACHIEVEMENT OF ORGANIZATIONAL GOALS AND OBJECTIVES WILL SIMPLY NOT OCCUR.”

- INTERNATIONAL PERSONNEL MANAGEMENT ASSOCIATION NEWSLETTER
HC Planning involves

• Systematic process that is integrated, methodical, and ongoing
• Determine the numbers and skills of needed workers and where and when they will be needed
• Identify the actions to be taken to attract and retain the number and types of workers that the organization needs
• Organizational collaboration
• Educating the staff on the behavior and attitude towards the customer
Main Drivers of HC Planning

1. Demographic trends (aging Human Capital, shrinking talent, education, health, distracted and worried work force)

2. Unpredictable change of market; economic and political events

3. Program strategies that affect staffing (expanding, merging, acquisitions)

4. Divisional initiatives, quality improvement initiatives
Main Drivers of HC Planning

5. Cyclical workload factors
6. Growth of team-based organizations
7. Pressure from trade unions, politicians, etc.
8. Better, faster, and cheaper delivery of services
9. Shift patterns and demands
10. Optimizing return on investment
11. Government policy, labor law requirements
Benefits of HC Planning

1. Aligns with corporate plan of the organization

2. Offsets uncertainty and change

3. Provides scope for advancement and development of employees through training, development etc.

4. Helps to anticipate the cost of salary enhancement, better benefits, etc.

5. Helps maintain and improve a diversified HC.
Benefits of HC Planning

6. Provides justifications for training, development, career counseling, etc.

7. Foresees the changes in values, aptitude and attitude of HR and to change the techniques of interpersonal, management etc.

8. Plans for physical facilities, working conditions and the volume of fringe benefits

9. Determines type of tests to be used and interview techniques in selection based on the level of skills, qualifications, intelligence, values etc., of future HR.
Benefits of HC Planning

10. Causes the development of various sources of HR to meet the organizational needs.


12. Facilitates the control of all the functions, operations, contribution and cost of HR.
## STRATEGIC PARTNERS IN HC PLANNING

<table>
<thead>
<tr>
<th>Strategic Partners</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leaders</td>
<td>Leaders are accountable for recognizing the need for workforce planning, demonstrating commitment, and making it happen.</td>
</tr>
<tr>
<td>Department Manager</td>
<td>Department managers are responsible for using the HC plan as a process for aligning the right people actions, such as recruitment and selection, with strategic goals and objectives.</td>
</tr>
<tr>
<td>HC Professional</td>
<td>HC professionals provide support, workforce data, and HC strategic goals. They should work closely with department managers to implement the process</td>
</tr>
<tr>
<td>IT Professional</td>
<td>IT professionals help in data collection, especially when the process is automated</td>
</tr>
<tr>
<td>Strategic Planner</td>
<td>Strategic planners ensure linkages between the organizational strategic plans and the HC plans</td>
</tr>
<tr>
<td>Finance or Accounting Budget Analyst</td>
<td>Budget analysts ensure linkages between the organizational financial limits or goals and the HC plans.</td>
</tr>
</tbody>
</table>
The concept of “HC Self-assessment”

Self-assessment - - - - -> creates “HC Organizations” (HCO).

What is HCO?
Organizations that focus on valuing employees and aligning their “people policies” to support organizational performance goals.
Enablers of organizations

People

Process

Technology
Eight Principles for Managing People

1. Value people as assets rather than as costs.
2. Emphasize mission, vision, and organizational culture.
3. Hold managers responsible for achieving results.
4. Choose an organizational structure appropriate to the organization.
Eight Principles for Managing People

5. Integrate human resource management into the mission of the organization.

6. Treat continuous learning as an investment.

7. Pursue an integrated approach to information management.

8. Provide sustained leadership that recognizes change as a permanent condition.
Linking Strategic Planning and Human Capital

**BUSINESS/CORPORATE**
- Identify purpose and scope
- Clarify long-term direction
- Establish enduring beliefs and principles
- Opportunities and threats (OT)
- Environmental scanning (legal, etc.)
- Industry/competitor analysis
- Strengths and weaknesses (SW)
- Core competencies
- Resources: People, process, systems
- Corporate strategy
- Business strategy
- Functional strategy: Alignment
- Design structure, systems, etc.
- Allocate resources
- Leadership, communication, and change
- Assessment and benchmarking
- Ensuring alignment
- Agility and flexibility

**HUMAN RESOURCES**
- Capture underlying philosophy
- Establish foundation of culture
- Guide ethical codes of conduct
- Demographic trends
- External supply of labor
- Competitor benchmarking
- Culture, competencies, composition
- Forecast demand for employees
- Forecast supply of employees
- Productivity and efficiency
- Quality, service, speed, innovation
- External fit/alignment and internal fit
- Reconcile supply and demand
- Downsizing, layoffs, etc.
- HR practice: Staffing, training, rewards, etc.
- Human capital metrics
- Balanced Scorecard

Delivering more than...

40 years of Management Excellence

MANAGE > LEAD > OUTPERFORM

Winner of Best Brands in Services - Management The Brandlaureate Awards 2008-2009

Member Organisation of: AAMO

Asian Association of Management Organisation
Scenario Planning

It involves looking into the future, anticipating possible events, scenarios or changes, and analyzing what will happen to the organization as a result of those things happening, AND, planning to minimize any damage, and maximize opportunities.
Scenario Planning in HCM

Business Strategy options

- Option 1
- Option 1
- Option 1
- Option 1

Consider Possible Scenarios

For each Scenario, Consider HR Outcomes

ID Success & disaster Possibilities

Consider gap between current and future desired positions

ID actions & measures for success
Job Analysis: A Basic HR Management Tool

- Human Resource Planning
  - Recruitment
  - Selection
  - Training and Development
- Performance Appraisal
- Compensation and Benefits
- Safety and Health
- Employee and Labor Relations
- Legal Considerations
- Job Analysis for Teams
Job Profiling

The process of identifying and documenting the characteristics of a job (or set of jobs), referring to any effort focused on capturing and describing job characteristics.

Job Profiling ultimately identifies the skills/competencies an individual needs to execute the organization's business objectives.
Assessing the Internal Workforce

• Jobs and Skills Audit
  – What jobs exist now?
  – How many individuals are performing each job?
  – What are the reporting relationships of jobs?
  – How essential is each job?
  – What jobs will be needed to implement future organizational strategies?
  – What are the characteristics of anticipated jobs?
Assessing the Internal Workforce (cont’d)

• Organizational Capabilities Inventory
  – HRIS databases—sources of information about employees’ knowledge, skills, and abilities (KSAs)
  – Components
    • Individual employee demographics
    • Individual career progression
    • Individual job performance data
Forecasting HC Supply and Demand

Forecasting

The use of information from the past and present to identify expected future conditions.

Types of Forecasts

- HC Demand
- Internal Supply
- External Supply

Forecasting Periods

- Short-term: < 1 year
- Intermediate: 1-5 Years
- Long-range: > 5 years
Model of HC Forecasting

**FORECASTING DEMAND**

- **Considerations**
  - Product/service demand
  - Technology
  - Financial resources
  - Absenteeism/turnover
  - Organizational growth
  - Management philosophy

- **Techniques**
  - Trend analysis
  - Managerial estimates
  - Delphi technique
  - Nominal Group Technique

**FORECASTING SUPPLY**

- **Techniques**
  - Staffing tables
  - Markov analysis
  - Skills inventories
  - Management inventories
  - Replacement charts
  - Succession planning

- **External Considerations**
  - Demographic changes
  - Education of the workforce
    - Labor mobility
  - Government policies
  - Unemployment rate

**BALANCING SUPPLY AND DEMAND**

- **(Shortage) Recruitment**
  - Full-time
  - Part-time
  - Recalls

- **(Surplus) Reductions**
  - Layoffs
  - Terminations
  - Demotions
  - Retirements

---

Delivering more than ...

40 Years of Management Excellence

MANAGE > LEAD > OUTPERFORM

Member Organisation of:

Asian Association of Management Organisation
## HC Demand Forecasting Techniques

<table>
<thead>
<tr>
<th>Techniques</th>
<th>Description</th>
</tr>
</thead>
</table>
| Trend analysis        | - Extrapolations extending past rates of change into the future.  
                        | - Indexation matching employment growth with, say, population increase.  
<pre><code>                    | - Statistical analysis |
</code></pre>
<p>| Managerial Estimates  | Managers prepare their own estimates based on workload |
| Delphi Techniques     | Solicit estimates from a group of managers, until the estimates converge. |
| Nominal Group Techniques | (What do you think this is?) |</p>
<table>
<thead>
<tr>
<th>YEAR</th>
<th>BUSINESS FACTOR (SALES IN RM’000)</th>
<th>LABOR PRODUCTIVITY (SALES/EMPLOYEE)</th>
<th>HUMAN CAPITAL DEMAND (NUMBER OF EMPLOYEES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>2,351</td>
<td>14.33</td>
<td>164</td>
</tr>
<tr>
<td>2006</td>
<td>2,613</td>
<td>11.12</td>
<td>235</td>
</tr>
<tr>
<td>2007</td>
<td>2,935</td>
<td>8.34</td>
<td>352</td>
</tr>
<tr>
<td>2008</td>
<td>3,306</td>
<td>10.02</td>
<td>330</td>
</tr>
<tr>
<td>2009</td>
<td>3,613</td>
<td>11.12</td>
<td>325</td>
</tr>
<tr>
<td>2010</td>
<td>3,748</td>
<td>11.12</td>
<td>337</td>
</tr>
<tr>
<td>2011</td>
<td>3,880</td>
<td>12.52</td>
<td>310</td>
</tr>
<tr>
<td>2012*</td>
<td>4,095</td>
<td>12.52</td>
<td>327</td>
</tr>
<tr>
<td>2013*</td>
<td>4,283</td>
<td>12.52</td>
<td>342</td>
</tr>
<tr>
<td>2014*</td>
<td>4,446</td>
<td>12.52</td>
<td>355</td>
</tr>
</tbody>
</table>
The Delphi Technique

1. Leader identifies judgment issues and develops questionnaire.
2. Prospective participants are identified and asked to cooperate.
3. Leaders send questionnaire to willing participants, who record their judgments and recommendations and return the questionnaire.
4. Leaders compiles summaries and reproduces participants’ responses.
5. Leader sends the compiled list of judgment to all participants.
6. Participants comment on each other’s ideas and propose a final judgment.
7. Leader looks for consensus.
8. Leader accepts consensus judgment as group’s choice.
The Nominal Group Technique

A small group of 4-5 people gathers around a table. Leader identifies judgment issue and gives participants procedural instructions.

Participants write down all ideas that occur to them, keeping their lists private at this point. Creativity is encouraged during this phase.

Leader asks each participant to present ideas and writes them on a blackboard or flipchart, continuing until all ideas have been recorded.

Participants discuss each other’s ideas, clarifying, expanding, and evaluating them as a group.

Participants rank ideas privately in their own personal order and preference.

The idea that ranks highest among the participants is adopted as the group’s judgment.
# Tools of HC Supply Analysis

<table>
<thead>
<tr>
<th>Tools</th>
<th>Descriptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing Table</strong></td>
<td>Graphic representations of all organizational jobs, along with the numbers of employees currently occupying those jobs and future (monthly or yearly) employment requirements.</td>
</tr>
<tr>
<td><strong>Markov Analysis</strong></td>
<td>A method for tracking the pattern of employee movements through various jobs.</td>
</tr>
<tr>
<td><strong>Skills Inventory</strong></td>
<td>Files of personnel education, experience, interests, skills, etc., that allow managers to quickly match job openings with employee backgrounds.</td>
</tr>
<tr>
<td><strong>Replacement Chart</strong></td>
<td>Listings of current jobholders and persons who are potential replacements if an opening occurs.</td>
</tr>
<tr>
<td><strong>Succession Planning</strong></td>
<td>The process of identifying, developing, and tracking key individuals for executive positions.</td>
</tr>
<tr>
<td>Budget Code #</td>
<td>Job Title</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>100-1</td>
<td>Clerk</td>
</tr>
<tr>
<td>100-2</td>
<td>Supv.</td>
</tr>
<tr>
<td>100-3</td>
<td>Exec.</td>
</tr>
<tr>
<td>100-4</td>
<td>Sr. Exec</td>
</tr>
<tr>
<td>100-5</td>
<td>Ass. Mgr.</td>
</tr>
<tr>
<td>100-6</td>
<td>Engr.</td>
</tr>
</tbody>
</table>
### MARKOV ANALYSIS for a Retail Company (Hypothetical)

<table>
<thead>
<tr>
<th>2005</th>
<th>2006</th>
<th>Store Managers</th>
<th>Asst. Store Managers</th>
<th>Section Managers</th>
<th>Dept. Managers</th>
<th>Sales Associates</th>
<th>Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Store Managers</td>
<td></td>
<td>90%</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>(n = 12)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Assistant Store</td>
<td></td>
<td>11%</td>
<td>83%</td>
<td>30</td>
<td>6%</td>
<td>15%</td>
<td>14</td>
</tr>
<tr>
<td>Managers (n = 36)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section Managers</td>
<td></td>
<td>11%</td>
<td>66%</td>
<td>63</td>
<td>8%</td>
<td>15%</td>
<td>14</td>
</tr>
<tr>
<td>(n = 96)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department Managers</td>
<td></td>
<td>10%</td>
<td>72%</td>
<td>207</td>
<td>2%</td>
<td>16%</td>
<td>46</td>
</tr>
<tr>
<td>(n = 288)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Associates</td>
<td></td>
<td>6%</td>
<td>74%</td>
<td>1066</td>
<td>20%</td>
<td></td>
<td>288</td>
</tr>
<tr>
<td>(n = 1440)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted Supply</td>
<td>15</td>
<td>41</td>
<td>92</td>
<td>301</td>
<td>1072</td>
<td>351</td>
<td></td>
</tr>
</tbody>
</table>

- **Transition percentage**
- **Actual number of employees**

Member Organisation of: AAMO

**Delivering more than...**

**MANAGE > LEAD > OUTPERFORM**
## HC Skill Inventory Template

<table>
<thead>
<tr>
<th>Staff</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9…</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Novice**
- **Expert**
- **Trainer**

*Delivering more than…*

**40 Years of Management Excellence**

**MANAGE > LEAD > OUTPERFORM**

[Member Organisation of: AAMO Asian Association of Management Organisation]
Sample Replacement Chart

**Education:**
- B = bachelor’s
- M = Master’s
- P = Doctorate

**Director**

Possible replacements:
- Ali: E/2/M
- Bakar: S/1/P
- Chin: E/3/M

**Readiness:**
- 1 = ready now
- 2 = need training
- 3 = questionable

**Current Performance:**
- E = Excellent
- S = Satisfactory
- N = Need Improvement

**Current performance/readiness/education**

**Dep. Dir. (HR)**
- Ali
- Possible replacements:
  - Daud: N/1/B
  - Eng: S/2/M
  - Fatimah: E/1/M

**Dep. Dir. (Operations)**
- Bakar
- Possible replacements:
  - Gunalan: S/2/M
  - Hassan: E/3/B
  - Ismail: S/1/P

**Dep. Dir. (Finance)**
- Chin
- Possible replacements:
  - Johan: N/2/M
  - Karim: E/2/B
  - Lim: S/1/M
### SUCCESSION PLANNING (Sample)

**REPLACEMENT CHART**  
FOR Senior Leadership POSITIONS

**POSITION REPLACEMENT CARDS**  
FOR EACH INDIVIDUAL POSITION

<table>
<thead>
<tr>
<th>POSITION</th>
<th>SENIOR DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmad B. Mohd.</td>
<td>Senior Dir.</td>
</tr>
<tr>
<td></td>
<td>Outstanding</td>
</tr>
<tr>
<td></td>
<td>Ready Now</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>POSSIBLE CANDIDATES</th>
<th>CURRENT POSITION</th>
<th>PRESENT PERFORMANCE</th>
<th>PROMOTION POTENTIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ali B. Abu</td>
<td>A State Director</td>
<td>Outstanding</td>
<td>Ready Now</td>
</tr>
<tr>
<td>Aisyah bt. Bakar</td>
<td>B State Director</td>
<td>Outstanding</td>
<td>Needs Training</td>
</tr>
<tr>
<td>Lim Say Soo</td>
<td>C Regional Director</td>
<td>Satisfactory</td>
<td>Needs Training</td>
</tr>
<tr>
<td>R. Gunalan</td>
<td>D Regional Director</td>
<td>Satisfactory</td>
<td>Questionable</td>
</tr>
</tbody>
</table>

*Delivering more than...*  

Member Organisation of: AAMO  
Asian Association of Management Organisation
Forecasting HR Supply

- Determining whether the firm will be able to secure employees with the necessary skills, and from what sources these individuals may be obtained
- Show whether the needed employees may be obtained from within the Department, from outside the Department, or from a combination of the two sources
Forecasting HR Supply

• Forecasting External HR Supply
  – Factors:
    • Net migration in area
    • Individuals entering and leaving the workforce
    • Graduation rates
    • Changing workforce composition and patterns
    • Economic forecasts
    • Technological developments
    • Competing employers
    • Government regulations and legislation
Estimating Internal Labor Supply for a Given Unit

Current Staffing Level - Projected Outflows This Year + Projected Inflows This Year = Internal Supply for Next Year

Source of Inflows
- External hires
- Internal transfers
- Promotions
- Recalls

Source of Outflows
- Promotions
- Turnover
- Terminations
- Demotions
- Retirements
- Deaths
- Layoffs

Employees In

The Unit

Employees Out

Delivering more than...

40 Years of Management Excellence

MANAGE > LEAD > OUTPERFORM

Member Organisation of:

Asian Association of Management Organisation
Managing a HR Surplus

- Restricted hiring – employees who leave are not replaced
- Reduced hours
- Downsizing
- Early retirement (e.g. VSS)
- Layoffs
Managing a HR Surplus

Outplacement services:
- Personal career counseling
- Resume preparation and typing services
- Interviewing workshops
- Referral assistance
- Severance payments
- Continuance of medical benefits
- Job retraining
Managing a Labor Shortage

- Use overtime
- Add contingent workers
- Bring back recent retirees
- Outsource work
- Reduce turnover

Human Resource Shortage
Shortage of Workers Forecasted

- Creative recruiting
- Compensation incentives – premium pay is one method
- Training programs – prepare previously unemployable people for positions
- Different selection standards – alter current criteria
Human Resource Information Systems (HRIS)

Virtually all HR management functions can be enhanced through the use of an HRIS – any organized approach for obtaining relevant and time information on which to base HR decisions.
HUMAN RESOURCE INFORMATION SYSTEM
Goal: Integrate Core Processes into Seamless System

Input Data Types
- Job Analysis
- Recruitment
- Selection/Job Posting/Employee Referral
- T&D
- Performance Appraisal
- Compensation
- Benefits
- Safety
- Health
- Labor Relations
- Employee Relations

Human Resource Information System

Output Data Uses
- Employee Tracking
- Diversity Programs
- Hiring Decisions
- Training Programs/E-learning/Management Succession
- Compensation Programs
- Benefit Programs
- Health Programs (e.g., Employee Assistance Programs)
- Bargaining Strategies
- Employee Services

Contribute Toward Achievement of:
- Organizational Strategic Plans
- Human Capital Management Plans

Delivering more than ...

40 Years of Management Excellence

Member Organisation of:
Asian Association of Management Organisation
HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)

PERSONAL DATA
- Age, Gender, Dependents, Marital status, etc

EDUCATION & SKILLS
- Degrees earned, Licenses, Certifications
- Languages spoken, Specialty skills
- Ability/knowledge to operate specific machines/equipment/software

JOB HISTORY
- Job Titles held, Location in Company, Time in each position, etc.
- Performance appraisals, Promotions received, Training & Development

MEMBERSHIPS & ACHIEVEMENTS
- Professional Associations, Recognition and Notable accomplishments

PREFERENCES & INTERESTS
- Career goals, Types of positions sought
- Geographic preferences

CAPACITY FOR GROWTH
- Potential for advancement, upward mobility and growth in the company
Emerging Trends in Employment

- A shrinking talent pool
- An increase in outsourcing
- A more intense focus on work/life balance
- Changing workplace demographics
- Greater need for talent management
- Ethics requirements
- Globalization
Directions in the Malaysian Public Service

1. Increasing roles in economic and social development
2. Planned improvements and innovations
3. Professionalism
4. Continuous stability
5. Negotiator, controller, facilitator
6. Pace setter and change agent for the country
Directions in the Malaysian Public Service

7. Multiple roles
8. “No wrong door policy”
9. “Business is not as usual”
10. Partner in wealth creation
11. “SBPA”.
12. Towards “Lean Public Service”.
Thank you

Q & A