



GENERATION **Y** AT WORK

Attracting, Motivating and Retaining your Millennials

A Singapore Workforce Engagement Study

January 2015



a. advantage
consulting

Foreword by Jacqueline Gwee

Much has been said from our clients and our own experience about Gen Y (those aged 31 and below) in the workplace. Their values and motivators seem to be different from Gen X and Baby Boomers. Without a doubt, their life experiences differ from those older. Gen Y grew in the information age whereby use of computers became popular in schools, where mobile phones became accessories and the world was getting smaller through budget airlines. Those who have common experiences can generally identify with each other better.

With our retirement age gradually increasing to 67 and likely beyond because of a shrinking local workforce, many organisations are seeing an unprecedented 4-generational workforce. With varying values and workplace expectations, this generational diversity is both beneficial and challenging. While organisations see the value Gen Y bring to the workplace, such as technological agility and innovative thinking, they are also wary of the challenges that are associated with this group, for example, their desire for work-life balance and employee fulfilment. The segment most affected by their entry into the workforce are the managers/supervisors who are Baby Boomers and Gen X with different values, perspectives, life stage and expectations of the workplace.

Disengaged employees of any generation demonstrate negative behaviours. They may be tagged as “lazy”, “selfish”, “blunt”, and “disloyal”. On the other hand, I have worked with staff (many Gen Y too) who are “energetic”, “vocal”, and always seeking clarity and new ways to work to contribute positively to the organisation.

Are the motivators of Gen Y employees different from the rest of the workforce? So this year we decided to look at our annual Employee Engagement Survey data a little more closely to identify if there are particular factors driving staff engagement of Gen Y which are significantly different from the other age groups.

Employers who tailor their people management strategies to the particular needs of the different segments, supported by a strong corporate culture and equipping the leaders at all levels with the competencies to lead effectively will create a sustainable workforce and improve workforce productivity.

"Perhaps there is no talent shortage, just a shortage of millennials who want to work in unprogressive organizations."

*- Daneal Charney,
Author of "Hitting Stryde: A Gen Y Career
Survival Guide"*



Jacqueline Gwee, Director
aAdvantage Consulting Group Pte Ltd



Motivated by salary reward for hard work and time put into the job.

BABY BOOMERS

1946-1964

Long hours, office only, don't tend to take work home

To build the perfect career – to climb up the corporate ladder

Motivated by job security

Individualistic, a willingness to work on their own

GENERATION X

1965-1983

Desire a flexible workplace with not a lot of close supervision

Transferable career, variety of skills and experience

MULTIPLE GENERATIONS

AT WORK

Motivated by meaningful work

Seek personal fulfilment and fun in the work that they do

Tech savvy and willing to try out new ways to do things

Work best in teams

Need to know how training can be applied to their job

Want to be able to have a say in their future

GENERATION

Y

1984-1994

Attracting and retaining talent in an organisation has become increasingly challenging for leaders globally. Leaders need to bring the right people into the organisation, and ensure that these people actively contribute to the growth of the organisation. As Jim Collins, author of *Good to Great* writes, the right people “will be self-motivated by the inner drive to produce the best results and to be part of creating something great.”¹

With the continuous tightening of the labour market, it is important for organisations to develop strategies to attract the “right” people and to keep the “right” people within their doors.

It is important to understand what motivates Gen Y employees as they are the future leaders of our workforce. Comprising 21 per cent of the Singapore population, organisations today find themselves encountering a new generation of employees with very different aspirations and outlook from their parents.² With recent foreign manpower curbs, it has become a common challenge for leaders to attract and retain especially the Gen Y Singaporean employees, particularly so for Small and Medium Sized Enterprises.

The advent of technology is changing the way our Gen Y employees communicate. They increasingly share more of their lives on social media platforms, including their work experiences. Organisations need to start considering what their employees say of them as an important indicator of employee loyalty.

This paper will provide further insights into the motivations and desires of Gen Y employees. The following sections will elaborate on key observations arising from aAdvantage’s Singapore Engagement Workforce Study (SWES), as well as the key drivers for employee loyalty, likelihood to stay, and engagement of Gen Y employees.

aAdvantage Consulting’s Singapore Workforce Engagement Study (SWES) equip business leaders with data driven insights to develop customised HR strategies to attract, retain and groom the next generation of leaders.



In its 4th year, this study continues to build our understanding of employee engagement of the Singapore workforce through 3 areas:

- 1** Employee Net Promoter Score® (eNPS)
- 2** Employee Engagement Index
- 3** Drivers of Engagement

Singapore Workforce Engagement Study (SWES) 2014 data collection was conducted through face-to-face interviews with a sample of 2,200 employees across various age groups and industries.

The questionnaire comprised 20 questions on attitudes and conditions within the workplace across 11 key categories which impact organisational effectiveness, ranging from Leadership to Culture (refer to Figure 1).

Participants were asked to rate each question on a 6-point rating scale ranging from “Strongly disagree” to “ Strongly agree”. The Employee Net Promoter Score® (eNPS) question was rated on a 11-point scale.



The industries represented in this study included:

- Health & Social Services
- Transportation & Storage
- Financial & Insurance Services
- Administrative & Support
- Professional Services
- Wholesale & Retail Trade
- Public Administration & Education
- Manufacturing
- Accommodation & Food Services

Demographic variables include age, work experience, and job level to profile the engaged and disengaged employees.

1 Gen Y employees are the least likely to stay in their organisations

In aAdvantage's latest SWES, it was observed that only 53 per cent of Gen Y employees indicate a likelihood to stay in their organisations for the next two years. This is the lowest amongst the other generational groups, with 66 per cent of Gen X employees being likely to stay for the next two years and 69 per cent of Baby Boomer employees doing likewise (Figure 2). This raises two concerns for organisations.

Firstly, considerable time and resources would have been invested to train younger staff (fresh graduates or with few years of experience). It is not uncommon for Supervisors to feedback that they find themselves having to continuously train fresh faces. Secondly, organisations face a challenge of retaining tacit knowledge when employees who have worked for a few years leave their organisations. The cost of re-training and re-hiring staff is often not considered in the cost-benefits analysis in the overall retention strategy.

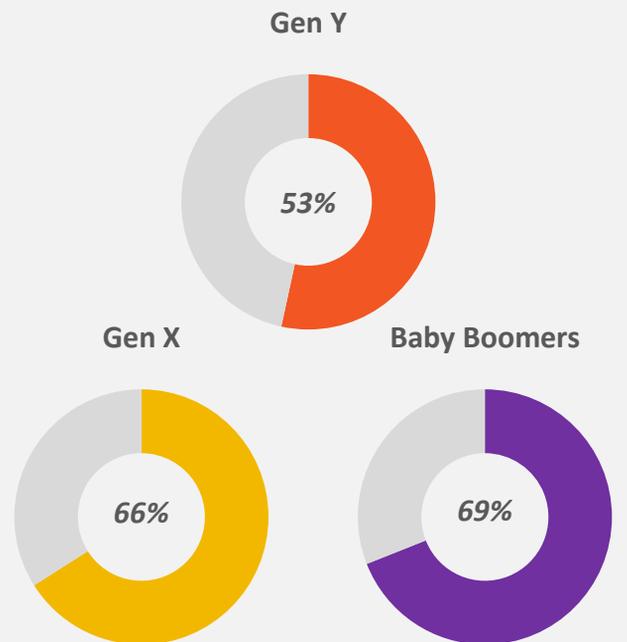
2 Three years as the critical number

Gen Y employees who have worked fewer than three years in their current organisations are the least likely to stay on for another two years. Employees are "appreciating assets" as they start applying the knowledge that they gain at work from their second year onwards. Our study shows that this group of employees are the least likely to stay, even though they are just starting to apply their new skills and knowledge at work. This means that organisations are unable to reap the benefits of training this group of employees.

3 Organisation size determines the amount of training and development opportunities for Gen Y employees

Interestingly, 61 per cent of Gen Y employees working in large-sized firms (more than 500 employees) are likely to stay in their organisations for the next two years. This is in contrast to Gen Y employees working in medium-sized firms (201-500 employees), with only 41 per cent indicating likewise and 48 per cent in small-sized firms (less than 200 employees).

Figure 2: Likelihood to stay in their organisations for the next two years across different generation



"1 in 2 Gen Y employees who have worked fewer than 3 years in their organisations are likely to stay for another 2 years"



“The cost of turnover generally is less felt for larger organisations than small and medium enterprises (SMEs).

As work functions in SMEs are usually covered by smaller number of employees, losing one would sometimes mean losing 50% or 100% of the headcount in a department, the accompanying knowledge, and the close working relationship among colleagues. To retrain a new employee would take time and effort from a senior or mentor before the work functions as before and for him or her to assimilate the organisational culture.

A new sales executive takes 3-6 months of training before he or she can start producing results and at least another 1 - 1.5 years before reaching high performance.

Retaining Gen Y workers would require a changed approach if we were to manage the cost of turnover.”

Mr. Wong Wai Meng
Head, Capability Development and Human Resource
Goodrich Global Pte Ltd

Key Observations of Gen Y Employees

This may be attributed to the training and development opportunities that large-sized firms provide. Our study further shows that 70 per cent of Gen Y employees working in large-sized firms agree that their organisations are committed towards training and developing all staff, while 65 per cent working in medium-sized firms and 56 per cent working in small-sized firms agree likewise.

4 An attractive industry for Gen Y employees is one that provides training and development opportunities

The top two industries which Gen Y employees are most likely to remain for the next two years are **Health & Social Services** and **Transportation & Storage**. It is also observed that these industries show a higher commitment towards providing training and development opportunities for their employees. This shows a further linkage between likelihood to stay and training and development.

On the other hand, Gen Y employees in **Accommodation & Food Services** and **Manufacturing** are least likely to stay for the next two years (Figure 3). These two industries show a lower commitment towards providing training and development opportunities to their employees. Thus, an industry that prioritises training and development will see Gen Y employees staying longer.

Our study further shows a strong linkage between likelihood to stay and employee loyalty, as the industries (**Health & Social Services** and **Transportation & Storage**) which have the highest likelihood of Gen Y employees staying for the next two years also have the highest Employee Net Promoter Score®. In the next chapter, we will further explore how we define employee loyalty.

Figure 3: Likelihood to stay in their organisations for the next two years across different industries



Did you know?

Gen Y employees working in the Public Sector & Education industry value clarity in knowing how their roles and goals support the organisation's success as well as the guidance and motivation their immediate supervisors provide them.

If you are a leader in this industry, have you taken adequate communication measures to ensure that your Gen Y employees know how they support the mission of the organisation? Are your young employees aware of how their roles benefit the lives of Singaporeans? How are their immediate supervisors playing a part in the above?

Loyalty of the Gen Y Employees

Traditionally, companies measure staff loyalty by the length of stay. While this may be the primary measure for staff loyalty, the changing social trends and demographics necessitate a change. With the widespread use of social media amongst young employees, additional outlets of expression are available for them to verbalise their thoughts, likes and dislikes to their friends and families. As such, staff loyalty also constitutes the things that employees say to others about their organisations. A holistic approach to measure staff loyalty thus involves companies measuring their employees' likelihood to stay and their positive word-of-mouth to others.

To capture this critical piece of information, we introduced the Employee Net Promoter Score® in our study, to understand the likelihood of employees in recommending their organisations to others as a good place to work. In our opinion, a loyal employee is one who is motivated to recommend his or her organisation as a good place to work in.

1 Promoters are more likely to stay in their organisations

A loyal employee is one who will encourage qualified individuals to join the organisation, and would want to continue to contribute to the organisation. Our study indicates a strong link between employees having a positive word of mouth about their workplace and the likelihood to stay in their organisations.

Introducing the Employee Net Promoter Score®

Conceptualised by Bain & Company, the Employee Net Promoter Score (eNPS)® measures employee loyalty using a single question:

“On a scale of 0 to 10, 0 being not at all likely and 10 being very likely, how likely would you recommend your company as a good place to work?”

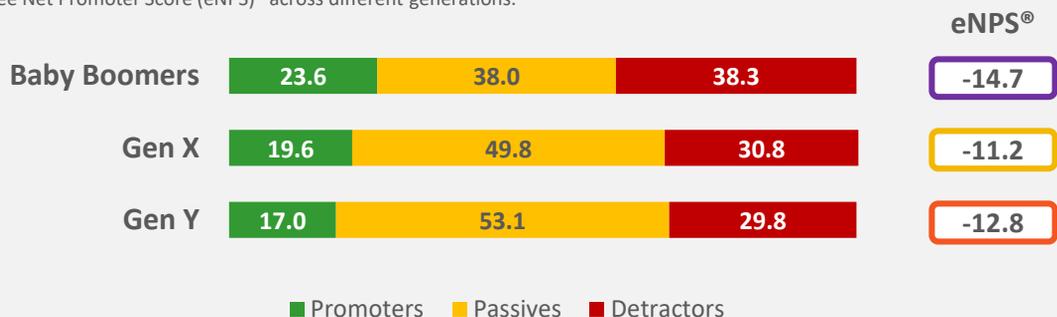
With this question, employees are divided into three categories:

Promoters (ratings of “9” and “10”) – They are advocates of the organisation who will encourage qualified individuals to join the organisation. As their lives have been enriched while working there, organisations would want to continue maintaining promoters' enthusiasm.

Passives (ratings of “7” and “8”) – They are passively satisfied employees who make few referrals to others. If a competitor attempts to woo these employees, they are likely to move over. Organisations should review its policies and systems to delight these employees, with the ultimate aim of converting them to promoters.

Detractors (ratings of “0” – “6”) – They are an unhappy group of employees and will bad-mouth their organisations to qualified individuals. Their presence can destroy their colleagues' motivation at work. Organisations should not have recruited such employees.

Figure 4: Employee Net Promoter Score (eNPS)® across different generations.



Baby boomers form the greatest number of Promoters and have the highest likelihood of staying for an additional two years. On the contrary, Gen Y employees form the least number of Promoters and have the least likelihood of staying. Thus, our study suggests a linkage between employee loyalty and likelihood to stay.

The Gen Y are REDEFINING LOYALTY



2 Low likelihood of staying does not mean that an employee is a Detractor

Employers may assume that an employee who has no intention of staying in the organisation is also unlikely to recommend the organisation to others. However, when we calculate the eNPS®, the Gen Y segment is not the least likely to recommend their organisations, despite being the least likely to stay. In fact, Baby Boomers are the least likely to recommend their organisations, although they are the most likely to stay for the next two years.

This suggests that while Gen Y employees are unlikely to stay long in an organisation, they may still look upon their current employers positively and recommend their organisations to qualified individuals. This confirms the importance of word-of-mouth as a measure of employee loyalty – strong recommendation of the organisation even if an employee has left.

3 Gen Y employees have a higher potential to become Promoters

While Gen Y employees have the smallest number of Promoters and Detractors across all three demographic groups, they have the largest number of Passives. This suggests that Gen Y employees have the highest potential of being converted to Promoters (Figure 4).

There should be a focus on converting Passive employees into Promoters of the organisations. As Promoters, they are engaged in the work that they do, and would potentially recommend their organisations to others; making them potential brand ambassadors to attract potential job applicants.

In the next section, we will elaborate on the key factors that will influence Gen Y employees' loyalty, likelihood to stay and engagement. Understanding these key factors will be valuable for an organisation in differentiating itself, becoming an attractive employer to potential job seekers, and developing staff retention initiatives.

A strong EMPLOYER VALUE PROPOSITION can attract and retain the best Gen Y talents

The Employee Value Proposition (EVP) encapsulates what an organisation can offer such as providing employee growth, management development, ongoing employee recognition, and community service.

A strong EVP takes the focus off compensation as the primary offer. Instead, it articulates why the total work experience is different or even superior to those of other organizations. **Does your EMPLOYER VALUE PROPOSITION match the expectations of Gen Y?**

The EVP when implemented well within organisations, will drive all HR recruitment and retention initiatives and programmes.

“ *The Generation Y workforce embraces social connections and are passionate about making a difference in today's world. For more than a century - as products, technologies and eras have come and gone - IBM employees have been animated by an enduring Purpose: and that's to be essential. Our core shared values bring our people together socially to put purpose and values into practice and to inspire innovation that matters for our company and the world as well.* ”

- Tan Lee Choo
Human Resource Vice-President, IBM

Key Drivers of Loyalty, Likelihood to Stay & Engagement

To engage and retain Gen Y employees, as well as increase their loyalty, organisations need to consider reviewing the following aspects:

- 1 Organisational Culture**
- 2 Learning & Development**
- 3 Work-life Harmony**
- 4 Rewards & Recognition**

1 Develop an organisational culture that provides Staff Empowerment and Open Communication

Organisation culture refers to the way the organisation works. It is the collective mindset, principles, attitudes, beliefs and values that drive the behaviour of employees.¹¹ As a popular interview question among Gen Y job applicants, the type of culture that the organisation embraces appears as one of the important deciding factors for this generation of employees.

Our study indicates that Staff Empowerment and Open Communication are among the key factors of employee loyalty, likelihood to stay and engagement. However only 57% of Gen Y employees agree that they experience these.

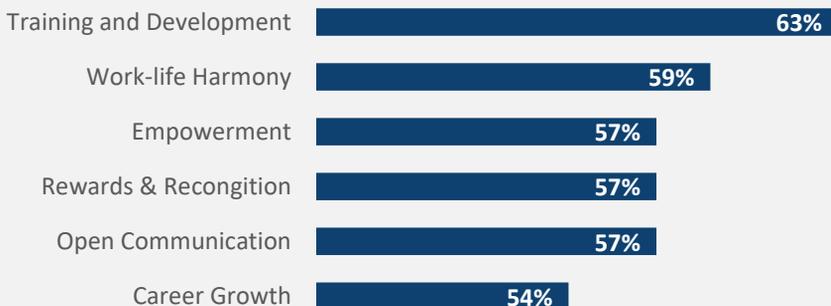
As Gen Y employees desire a greater say, as well as to seek personal fulfilment from the work that they do, they expect their organisations to empower them and allow them to be innovative and take appropriate risks.

In our experience, the right culture has to be in place in order to support the aspirations of Gen Y employees. Middle managers should empower their subordinates to make decisions that are appropriate to their jobs levels, while providing advice on what their subordinates should do. Managers should facilitate their subordinates' learning while they gain in-depth experience on job assignments.

It has become clear that open communication is key in engaging employees at the workplace. This creates a sense of commitment to the organisation, and builds trust in the leadership.⁶ Open communication involves lower level staff being aware of organisational affairs, as well as for information to flow smoothly from the lower levels to the higher levels.

The importance of open communication applies even more so for Gen Y employees, who desire to feel part of the team at work. As a demonstration of their keenness to learn and be part of the team, they may direct many questions at their colleagues and supervisors, and even provide unsolicited feedback to colleagues, and managers. As such, leaders should create a culture of 'no fear', where employees can provide upward feedback to their supervisors. Leaders should also consider creating more avenues and platforms to conduct regular dialogues and communicate with Gen Y employees. In managing the Gen Y, managers will need to develop skill sets to create a coaching and learning culture.

Figure 5: Agreement levels of the key drivers of employee loyalty, likelihood to stay and engagement, among Gen Y employees.



2 Provide sufficient development opportunities for your young employees

Career Growth and Training & Development are also found to be among the key factors that impact employee loyalty, likelihood to stay, and engagement.

Only 63% of Gen Y employees agree that their organisations are committed to training and development, and only 54% agree that there are sufficient career opportunities for them in their current organisations.

It is not surprising that Gen Y employees, being young and eager to gain as much knowledge to do their jobs well, place higher priority on training and development. It provides them with an opportunity to improve their skills and knowledge, essential for them to carry out their jobs effectively. This opportunity is also closely associated with career growth prospects, as employees believe that they can progress in their career when they are provided with the right training to perform their jobs well.⁷ In a National Values Assessment conducted in 2012, values associated to training and development – coaching/mentoring, personal growth, continuous improvement, professional growth and continuous learning – were among the top 10 desired organisational values/behaviours chosen by Gen Y employees.⁸ These top 10 values/behaviours help to shed light on what Learning & Development mean to Gen Y employees.

3 Alternative work arrangements have to be supported with an enabling organisational culture

Gen Y employees desire the ability to meet the needs of their private lives and their work demands, as shown in the desired organisational culture of our National Values Assessment. Organisations that provide flexible work arrangements find themselves to be more attractive to potential job candidates, and see employees being more likely to stay in their organisations. In a Straits Times survey, 91 per cent of Gen Y employees would be attracted to work for an organisation that supports an employee's work-life needs.⁹ **In addition, our study also reveals that 77 per cent of Gen Y employees who agree that they are likely to stay for the next two years also agree that they are able to achieve work-life harmony in their organisations.**

However, we also realise that the introduction of flexible work arrangements is largely dependent on the organisational culture supporting non-traditional work arrangements. Research shows that Singapore firms may be hesitant in introducing flexible work arrangements due to the belief that work is being done only when an employee is physically present in the office.¹⁰ Leaders therefore need to reassess the way they measure staff performance – from one that is based on the number of hours he or she is present in the office to one that is based on the output that is produced. A paradigm shift on how to manage a workforce that demands flexibility is required, starting with Leaders setting clear objectives and driving the desired culture and work practices to effect the necessary change.

4 Ensure that the performance management system is fair and equitable

Another key factor is Rewards & Recognition. **Only 57% of Gen Y employees say that their organisations reward and recognise them for excellence** (Figure 5). While Gen Y employees seek a career that is personally fulfilling, they also desire for their organisations to provide performance based monetary and non-monetary rewards. This is also confirmed through our National Values Assessment, with this group of employees desiring an organisational culture that embraces employee recognition. Hence, organisations should ensure that the Rewards & Recognition system is linked to the Performance Management system, thus incentivising excellence and differentiating the performers from the non-performers. A robust performance management system that clearly articulates the expected performance standards is important.

Conclusion

Our study has revealed that Gen Y employees are least likely to stay in the organisations for the next two years. However, this does not mean that they are necessarily dissatisfied with their organisations. As seen through the eNPS® results, Gen Y employees have the highest potential to be converted to Promoters of their organisations through the right solutions and People Strategy.

What is the future for organisations when engaging Gen Y employees? High attrition of staff at any level is a cost to business and a loss of productivity. Hence, attempts to understand the different employee profile and their expectations will help leaders address the key issues.

Given that Gen Y employees have less tendency to remain in their organisations for a long period of time, one thing is clear – organisations need to develop a clear signature experience encapsulated in their Employee Value Proposition. This should also be translated into an organisational culture that is attractive and differentiated from other organisations.¹¹ Efforts should be committed by HR leaders to ensure that new hires live the values of the organisation. This Employee Value Proposition should be made known to potential job applicants as well as to new hires.

How can we assure our Gen Y employees that they can have a stake in the organisation? One solution may be to involve them in building the desired culture in the organisation. Leaders should understand the type of culture that will drive a high performance organisation for their business and take concrete steps to develop the desired culture consciously. When an organisation focuses on building a distinctive culture, it will inevitably attract those whose values are aligned to it; the attachment of these employees to the organisation also increases.

Organisations also need to take into serious consideration the policies that address Learning and Development. As highlighted in our study, young employees seek opportunities to learn and to grow professionally. Organisations need to ensure that sufficient opportunities are available for them to experience professional growth. Nevertheless, all of these would also not be possible if their immediate supervisors are not supportive of grooming Gen Y employees.

In the coming years, competition for talented employees will only get tougher. Through social media, young Singaporeans can get a glimpse of how working in any organisation is like. The most cost effective way to market your organisation to potential young candidates is to have your employees acting as brand ambassadors. Organisations today should reconsider their understanding of employee loyalty and develop a People strategy to gain a competitive advantage.

“ While pay is important, I will not hesitate to leave my company if I’m uncomfortable with the culture. ”

*- Victoria Tio,
Executive, Print & Media Industry*

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2. "Census of population 2010: Advance Census Release", Department of Statistics Singapore, accessed December 12, 2014, http://www.singstat.gov.sg/docs/default-source/default-document-library/publications/publications_and_papers/cop2010/census_2010_advance_census_release/c2010acr.pdf.
3. Lynne Lancaster and David Stillman, *When Generations Collide: Who They Are, Why They Clash, How to Solve the Generational Puzzle of Work* (United States of America: Harper Business, 2003).
4. Net Promoter, Net Promoter Score and NPS are trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld.
5. Richard Barrett, *The Values-Driven Organization: Unleashing Human Potential for Performance and Profit* (Abingdon: Routledge, 2014), 29.
6. Jan A. de Ridder, "Organisational communication and supportive employees" *Human Resource Management Journal* 14, no. 3 (2004): 20-30.
7. A Pearson Correlation was conducted to test the strength of all attributes with Training and Development. Career growth has the strongest statistical relationship with Training and Development opportunities.
8. The National Values Assessment was conducted by aAdvantage Consulting in 2012, partnered with Barrett Values Centre. For more information on the study, please see page 15.
9. "The love-work imbalance", *The Straits Times*, July 19, 2014.
10. "Fewer firms opting for flexi-work conditions," *The Straits Times*, March 17, 2014.
11. Tamara Erickson and Lunda Gratton, "What It Means to Work Here," *Harvard Business Review* 85, no. 3 (2007): 104.

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Other Research & Insights Benchmarking Studies by aAdvantage Consulting

aAdvantage Consulting conducts several benchmarking studies across various areas, including desired workplace culture and employee engagement.



In 2012, aAdvantage conducted a **National Values Assessment**. Our findings were compared to similar global studies. The study also explored the type of workplace culture desired by employees and is conducted every 3 years.

A Singapore Workforce Engagement Study



Since 2011, aAdvantage has conducted its **annual workforce engagement survey**. Each year, 2,000 employees across industries are interviewed to understand their level of engagement. The study also analyses the key drivers of employee engagement and the importance of work life in the workplace.



In 2014, aAdvantage partnered with the Institute of Singapore Chartered Accountants (ISCA) to conduct an **industry level employee engagement study**. The study aimed to identify the key drivers of employee engagement so as to address talent retention issues in the accounting sector, particularly in small and medium sized practices.

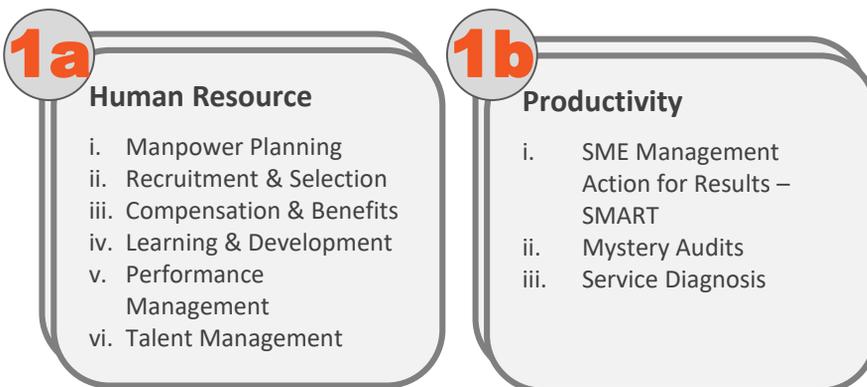
Resources from these studies are available for download at:
<http://aadvantage-consulting.sg/Resources-&-Tools>

Leveraging Various Government Grants to Build Organisational Capability

aAdvantage Consulting is an approved service provider under several Government financial assistance programmes such as SPRING Singapore Innovation & Capability Voucher, SPRING Singapore Capability Development Grant and Ministry of Manpower WorkPro Work-Life Grant. These grants have enabled our clients, especially Small Medium Enterprises (SMEs), to embark on larger and more holistic capability development initiatives.

1 SPRING Singapore Innovation & Capability Voucher (ICV): A simple to apply, easy-to-use voucher valued at \$5,000, to encourage SMEs to take their first step towards capability development. SMEs can use the voucher to upgrade and strengthen their core business operations through consultancy in the areas of innovation, productivity, human resources, and financial management.

The areas aAdvantage Consulting is approved for are:



2 SPRING Singapore Capability Development Grant (CDG): Aimed at raising the capabilities of SMEs in various development areas, SPRING's CDG covers up to 70 per cent of project fees involving consultancy, training, certification, and equipment costs.

3 Ministry of Manpower WorkPro, Work-Life Grant: To encourage organisations to review recruitment policies, improve work-place processes, and job redesign, WorkPro helps organisations to implement HR strategies to recruit and retain local Singaporeans in their organisations.



Find out how you can leverage these grants to build your organisational capabilities. Drop us an email at enquiries@advantage-consulting.com or call us at 6853 2658.

aAdvantage's Human Resource Transformation Solutions

ASSESS

CONSULT

TRAIN

HR Strategy	Conduct People Developer Health Check	Develop HR Strategy & Scorecard Articulating Employee Value Proposition			People Developer Training
Recruitment & Selection	Recruitment & Selection Gap Analysis (Job Fit, Culture Fit, Potential)	Enhance Recruitment Policies & Process	Competency-Based Recruitment & Selection	Design and Conduct Assessment Centres	Competency-Based Interview Skills
Employee Engagement & Culture Development	Employee Engagement Culture Values Assessment	Develop Employee Engagement Intervention Plans Develop Work-Life Strategy and Policies			Facilitation Skills Employee People Engagement Skills Personal Effectiveness Skills
Compensation & Benefits	Compensation & Benefits Benchmarking & Review	Develop Compensation & Benefits Structure Develop Compensation Policy & Guidelines			
Performance Management	Productivity Assessment	Develop Corporate & Departmental Performance Scorecards	Develop Performance Appraisal System Link Performance to Rewards		Performance Appraisal for Supervisors & Staff Goal-Setting Giving & Receiving Feedback
Learning & Development	Learning Needs Analysis	Develop Core & Functional Competencies	Develop Learning & Development Policies & Processes	Develop Career Structure & Processes	New Managers Programme Leading Change Problem Solving Decision Making Managing Teams Personal Mastery Influencing & negotiation Skills Personal Mastery Leading Teams Coaching, Mentoring & Counselling Skills
		Learning & Development Roadmap			
Talent Management & Succession Planning	Talent Audit (Job Fit, Culture Fit, Potential) Conduct Leadership Assessment (Competencies & Values)	Develop Mentor Scheme	Development Centres & Leadership Develop Roadmap	Leadership Values Alignment Executive Coaching	

For more information on aAdvantage's Human Resource and Leadership solutions, please visit:
<http://aadvantage-consulting.sg/Human-Capital-Development-280>

About aAdvantage Consulting



aAdvantage Consulting is a business consultancy firm that partners organisations in leading their business and organisational transformation from **“Vision to Results”**. Established in 2002, we are now in our 13th year of operations.

We help our clients turn strategies into business results through our People, Process and Performance solutions. As part of our organisation development and business transformation consulting services, we provide holistic and customized solutions to assist clients achieve lasting change.

We believe that a shared leadership, vision, clear standards, processes and roles, performance management and people development all come together to ensure sustainable change in organisations.

If you would like to discuss these findings, or would like to embark on similar studies for your organisation or industry, please contact:

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How does your organisation measure up against national standards?

Singapore Workforce Engagement Study

aAdvantage Consulting conducts an annual Singapore Workforce Engagement Study. Launched in 2011, the study uncovers the level of engagement of the Singapore workforce and the key drivers of engagement.

National Values Assessment

aAdvantage Consulting conducted a nation-wide values assessment in 2012. The survey uncovers the current and desired values and behaviours in the workplace.

To access the reports, contact us at:
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