

Attend this Unparalleled Measurement Conference  
Exclusively for Human Resource Professionals ...

Save Up to \$410 per Delegate  
when you register 2 or more &  
pay before 19 August 2005

# HR

# MEASUREMENT 2005

19-20 September 2005  
Marina Mandarin Hotel, Singapore

## Measuring, Benchmarking & Improving HRM to Drive Success and Achieve the Results You Want

### FEATURING 7 CASE STUDIES AND CORPORATE PRESENTATIONS ON:

- CASE STUDY** ■ Using effective performance management as a tool to achieve business success  
**AGILENT TECHNOLOGIES**
- CASE STUDY** ■ Leveraging on HR effective strategic implementation and performance management using Balanced Scorecard  
**ARTEMIS INTERNATIONAL CORPORATION**
- CASE STUDY** ■ Measuring HR function by using a HR Scorecard  
**HEWITT ASSOCIATES**
- CASE STUDY** ■ Successful use of HR process survey tool to drive HR value adding to business  
**PHILIPS ELECTRONICS SINGAPORE**
- Value-Added HR Contribution: Transforming the HR role from operational to strategic  
**SHANGRI-LA HOTEL SINGAPORE**
- CASE STUDY** ■ Linking people development to the performance appraisal system  
**ST MICROELECTRONICS ASIA PACIFIC**
- CASE STUDY** ■ Building Competencies into Performance Management Systems  
**UNITED PARCELS SERVICES**

### ALSO BENEFIT FROM EXPERT ADVICE FROM:

- **MERCER HUMAN RESOURCE CONSULTING, USA**
- **STERN STEWART & CO (SOUTHEAST ASIA), INDIA**
- **AT GROUP, MALAYSIA**
- **HAY GROUP**
- **HR STRATEGIES**
- **WATSON WYATT SINGAPORE**
- **CLARITY WORKS**
- **HONG KONG BENCHMARKING CLEARING HOUSE, HONG KONG**

### YOU WILL HEAR KEY PRESENTATIONS INCLUDING CASE STUDIES, INDUSTRY INFORMATION AND PROVEN SOLUTIONS FROM THE EXPERTS ON:

- Strategies to create quality measures for HR
- Baseline for benchmarking success
- Identifying and aligning key HR metrics to organisational goals
- Managing and measuring workforce diversity
- Developing a HR Balanced Scorecard - The Do's and Don'ts when implementing
- Understanding the link between HR, Balanced Scorecard and Performance Assessment and Measurement
- Using Economic Value Added (EVA®) to improve the performance and management of HR
- Leveraging of proven ROI techniques to measure your retention and recruitment success
- Using employee survey and linking its results to customer satisfaction and performance
- Implementing and tracking performance management systems
- Creating and developing a competency based measurement system to customer satisfaction and business performance

ORGANISED BY:

**The Asia  
BUSINESS  
FORUM**

ENDORSED BY:



**HRD Gateway**

Special discount of 10% to members of Training Malaysia, IPMA & HRD Gateway

## DAY ONE: 19 SEPTEMBER 2005, MONDAY

8.00 REGISTRATION AND MORNING COFFEE

9.00 CHAIRPERSON'S OPENING ADDRESS

**Robert Whittaker**

*Director, ST University Asia Pacific*

**ST Microelectronics Asia Pacific**

9.15 **MEASURING THE HR FUNCTION**

- ▶ Importance of a scorecard system in HR
- ▶ The key traits of a good HR Scorecard
- ▶ Developing the HR Balanced Scorecard - How to do it ?
- ▶ How to cascade the HR Balanced Scorecard throughout the HR function
- ▶ Creating measurement maps for identified goals
- ▶ Case Studies - Clients who have implemented a scorecard and their key learnings
- ▶ Analysis and interpretation of data – possible outcome and ways of making use of the data
- ▶ Final Comments – ‘Dos and Don’ts’ when implementing a HR scorecard

**Ian Till**

*Senior Consultant*

**Hewitt Associates**

10.00 MORNING REFRESHMENT

10.30 **CHANGING THE GAME: CREATING A MARKETPLACE ADVANTAGE BY HOW YOU MANAGE AND MEASURE YOUR WORKFORCE**

- ▶ Understand workforce diversity and metrics
- ▶ Align your workforce to organization goals
- ▶ Analysing your current and future workforce needs
- ▶ Ways to build diversity measurement and scorecard
- ▶ How to calculate ROI
- ▶ How to monitor and pinpoint specific diversity contribution
- ▶ Establish methods to link HR programs to organization objective

**Dave Kieffer**

*Co-Founder and Leader, Global Strategy and Metrics Group*

**Mercer Human Resource Consulting, USA**

11.15 **A CASE STUDY ON AGILENT'S EXPERIENCE IN USING EFFECTIVE PERFORMANCE MANAGEMENT AS A TOOL TO DRIVE RESULTS**

*Agilent has been voted Employer of Choice in many countries and is known for being a strong people company which empowers its employees to achieve results. Peck Kem will share what works in Agilent in holding people accountable for the bottom line. By linking rewards to business results instead of effort, Agilent has been able to see through the many business cycles and yet survive stronger from each cycle. Speed, focus and accountability are three of the values which Agilent measures and it has reaped results for the organization which has been doing so well.*

- ▶ Linking HR strategy to Business strategy
- ▶ Establishing measurable matrix to meeting business objectives
- ▶ Performance Management tools - getting what you measure
- ▶ Assessment of performance measurement tools' effectiveness

**Low Peck Kem**

*Human Resources Director*

**Agilent Technologies**

12.00 LUNCH

1.30 **VALUE ADDED HR CONTRIBUTION: TRANSFORMING HR ROLE FROM AN OPERATIONAL TO A STRATEGIC ROLE**

- ▶ Evolving human resources as an asset
- ▶ Outsourcing of administrative functions
- ▶ Role of HR as business and strategic partner
- ▶ Strategic management and measurement to re-shape HR Linking HR policies to organizational goals and profitability
- ▶ Establishing methods to quantitatively link HR performance to business strategy
- ▶ Implementing and tracking a performance management system
- ▶ Maintaining HR metrics to stay relevant in today's market
- ▶ Gaining support and recognition from management

**Eugene Tan**

*Regional Director, Human Resources*

**Shangri-La Hotel Singapore**

2.15 **UTILISING ECONOMIC VALUE ADDED (EVA®) TO ANALYSE, MEASURE AND IMPROVE THE PERFORMANCE AND MANAGEMENT OF HUMAN RESOURCES TO ACHIEVE BUSINESS OUTCOMES**

- ▶ What are the economic drivers in today's business environment
- ▶ Understanding and capitalizing on the interface between value and your company's human resources
- ▶ How to gain the commitment of all employees to the concept of value creation
- ▶ Effective management of assets to create value for the organization
- ▶ Practicality and applicability of EVA®

**Sanjay Kulkarni**

*Managing Director and Founding Member, India Operations*

**Stern Stewart & Co (Southeast Asia), India**

3.00 AFTERNOON REFRESHMENT

3.30 **LINKING PEOPLE DEVELOPMENT AND THE PERFORMANCE APPRAISAL SYSTEM**

- ▶ Assessing the best method of analyzing data to reduce subjectivity
- ▶ Building development plans and setting achievable goals that reflect corporate values as well as employee, customer and shareholders interest



- ▶ Gaining support from employees to ensure continuous improvement
- ▶ Overcoming resistance and barriers to change
- ▶ Redesigning appraisal forms and training managers to conduct appraisals
- ▶ Benefits and effects of effective performance appraisal systems
- ▶ Ensuring that the process is monitored and goals are not forgotten in between reviews

**Robert Whittaker**

*Director, ST University Asia Pacific*

**ST Microelectronics Asia Pacific**

#### 4.15 BENCHMARKING SUCCESS - ESTABLISHING THE BASELINE

- ▶ How to establish a baseline so that benchmark performance can be monitored
- ▶ What are the key benchmark standards
- ▶ Obstacles and challenges
- ▶ External benchmarking : What are the KPIs and success factors
- ▶ Evaluation and Monitoring for improved performance

**Ronald P Cartey**

*Chairman*

**A T Group, Malaysia**

#### 5.00 END OF DAY ONE

### DAY TWO: 20 SEPTEMBER 2005, TUESDAY

#### 8.30 MORNING COFFEE

#### 9.00 CHAIRPERSON'S OPENING ADDRESS

**Maurice Chua**

*HR Director*

**United Parcels Services**

#### 9.15 MEASURING WHAT MATTERS: FROM SATISFACTION TO ORGANISATIONAL CLIMATE

*This talk will focus on ensuring optimum performance, productivity and profits within your organisation by addressing Organisational Climate. Research has shown that a healthy organisational climate positively impacts the bottom line. But what constitutes a healthy Climate?*

- ▶ Do you want your staff to go that extra mile for you or your organisation?
- ▶ In times of crises, would they stand by the organisation? - Fight or flee?
- ▶ Do they put in their best?
- ▶ Do they express pride in belonging to your organisation?
- ▶ Do they have a "can-do" attitude and high morale?

**Dr Janice Ho**

*Senior Consultant*

**Hay Group**

#### 10.00 LEVERAGING ON HR FOR EFFECTIVE STRATEGY IMPLEMENTATION AND PERFORMANCE MANAGEMENT USING THE BALANCED SCORECARD



- ▶ Understanding the Balanced Scorecard metrics and strategy
- ▶ The link between HR, BSC and Performance Assessment & Measurement
- ▶ Establishing & Integrating HR into business performance measurement
- ▶ Translating strategy into action
- ▶ Managing the change process of balanced scorecard implementation for HR - A Case Study
- ▶ Developing a Human Resource Scorecard to measure the ROI

**Tay Guan Mong**

*Associate Partner*

**Artemis International Corporation**

#### 10.45 MORNING REFRESHMENT

#### 11.15 IDENTIFYING KEY METRICS FOR HR MEASUREMENT AND ALIGNING THEM WITH ORGANIZATIONAL GOALS TO DRIVE BUSINESS RESULTS

Customer realities have established new rules for winning. The market place is changing very fast with consolidations, new players, new channels etc. With all these changes, competitiveness is more than a strategy. Competitiveness requires both strategy and capacity to deliver. Delivery of the strategy is where HR plays a key role. The drivers of new business reality inevitably focus on Human Resources function. To respond to new business realities, HR professionals must be more than partners... they must be players. Measurement needs to be customized to the roles they play to help organisations achieve their strategy. The presentation will cover roles of HR professionals in delivering business strategy and the key metrics

**Shubha Narayanan**

*Managing Partner*

**HR Strategies**

#### 12.00 DRIVING HIGH PERFORMANCE BY USING SURVEY AND EMPLOYEE INPUT

- ▶ How to realize the full strategic value of survey initiatives
- ▶ Developing survey strategies to achieve business success
- ▶ Data managing and interpreting methods for accurate collection, analysing and reporting
- ▶ Linking employee survey results to customer satisfaction and business performance
- ▶ Maximizing employee engagement and customer satisfaction
- ▶ Developing balanced scorecard measurement using survey as a means to monitor business success

**Jon Randall**

*Director, Human Capital Consulting*

**Watson Wyatt Singapore**

#### 12.45 LUNCH

**FOR ENQUIRIES AND REGISTRATION:  
CALL (65) 6536 8676 OR (65) 6536 8437**

1.45



### DEVELOPING A COMPETENCY BASED MEASUREMENT SYSTEM

- ▶ Creating and developing a culture of competency
- ▶ Establishing key competency to match organizational goals
- ▶ Using competency of high performers as a model for selecting or promoting other employees
- ▶ Tying competency measures to other HR systems
- ▶ Strategies to breach competency gaps

**Edmund Tan**  
*Managing Director*  
**Clarity Works**

2.30



### SUCCESSFUL USE OF HR PROCESS SURVEY TOOL TO DRIVE HR VALUE ADDING TO BUSINESS - THE PHILIPS EXPERIENCE

- ▶ HR process survey tool as part of the drive to Philips Business Excellence
- ▶ Moving HR from transaction roles to strategic
- ▶ How HR PST is conducted
- ▶ Connecting HR action to business strategies
- ▶ Developing HR action plan through HR PST

**TC Tan**  
*Vice President, HRM - APMEA Region*  
**Philips Electronics Singapore**

3.15

AFTERNOON REFRESHMENT

3.30

### BUILDING COMPETENCIES INTO PERFORMANCE MANAGEMENT SYSTEMS

- ▶ Evaluating the importance of the “how” and the “what” of performance
- ▶ Ensuring managers have the necessary skills to achieve the performance
- ▶ Communicating how competencies impact on both productivity and employee development
- ▶ Overcoming difficulties in evaluating attitudes and behaviour – how do you put them in measurable terms
- ▶ Basing performance reviews on competencies

**Maurice Chua**  
*HR Director*  
**United Parcels Services**

4.15

### APPLYING ROI METHOD TO MEASURE THE EFFECTIVENESS OF RECRUITMENT AND RETENTION STRATEGIES

- ▶ Running HR like a business
- ▶ Strategy mapping for recruitment and retention
- ▶ Challenges of attraction and retention of human capital
- ▶ How to solve recruitment and retention issues and calculate your ROI
- ▶ How to recruit talent
- ▶ What are the new core competencies in the talent pool
- ▶ Building a HR Balanced Scorecard tool to improve overall effectiveness

**Sidney Yuen**  
*Chief Executive Officer*  
**Hong Kong Benchmarking Clearinghouse**

5.00

END OF CONFERENCE

## KEY BENEFITS OF ATTENDING

- ✓ **GAIN** valuable insights on measuring and benchmarking HR techniques to gain a competitive edge
- ✓ **ALIGN** your HR performance measurement strategies with your business goals to achieve maximum results
- ✓ **UPDATE** yourself with the current trends and challenges in HR measurement
- ✓ **UNDERSTAND** workforce diversity and the different approaches to measuring outcomes for different functions and objectives
- ✓ **OVERCOME** the obstacles concerning HR performance measurement issues in today's changing economy
- ✓ **LEARN** how to develop your own HR Scorecard and how to use ROI to measure HR contribution
- ✓ **UNDERSTAND** the qualities of a good HR measurement system to develop an effective and realistic performance tool for your organisation
- ✓ **FIND OUT** how to use EVA® to measure and improve performance that can drive business outcomes
- ✓ **NETWORK**, exchange views and share experiences with HR professionals from across industries

## WHO SHOULD ATTEND

Delegates who **SHOULD NOT MISS OUT** on this Conference include:

- CEO's ● Heads of Departments ● General Managers
  - Senior Vice Presidents and Vice Presidents
  - Directors and Senior Managers with responsibilities in:
    - ❖ **Human Resources** ❖ **Manpower Planning**
    - ❖ **Personnel Management**
    - ❖ **Recruitment & Retention** ❖ **Compensation and Benefits** ❖ **Employee Relations**
    - ❖ **Training & Development**
    - ❖ **Organisational Development**
    - ❖ **Performance Management**
- ❖ **As well as HR advisors, trainers and consultants in the above field**

Dear HR Executive,

## **Re: HR MEASUREMENT 2005 \* September 19-20 \* Marina Mandarin Hotel , Singapore**

The world of Human Resources is changing rapidly. Human Resource Development is increasingly driven by customer demands, technology, intense competition and employees needs. This means that organizations that fail to measure effectively the qualitative areas of their business and human resources will lose a competitive edge. HR today is key contributor to solving organization issues and achieving business outcome. Making the connection between business strategy and demonstrating the results is imperative. Generating HR metrics helps to achieve results and demonstrate value to the organization. Measuring Human Resources management puts you at the forefront of change process.

This 2-Day Conference on “**HR MEASUREMENT 2005**” provides you and your organization with a comprehensive understanding of the methodologies and new techniques, and enable concentration on key HR metrics that can help drive business success.

This program has been prepared and developed through extensive research from you and your peers to deliver the best measurement practices and most critical issues facing the Human Resource professionals today.

You will hear practitioners from leading organizations and experts who will discuss important aspects in defining, measuring, implementing and improving HR metrics and their proven techniques. This Conference will provide practical solutions to the commonly faced obstacles in launching and managing HR measurement initiatives, and will examine the systems that can reap the greatest rewards for your organization.

Conference highlights include high quality presentations from high-calibre speakers with cutting-edge insights into measuring, benchmarking and improving HRM. The Conference will also address HR challenges related to the techniques and strategies to help you implement, manage, lead your HR efforts and meet your HR measurement needs.

### **At this gathering will you discover how to:**

- Measure what really matters for HR for increased return on investment
- Understand workforce diversity and the specific diversity measures before developing HR measurement and performance management system
- Develop effective key HR metrics and align them to your organizational goals
- Avoid pitfalls in developing and implementing a HR Balanced Scorecard
- Translate strategy into action using the Balanced Scorecard
- Apply EVA® methods and applications to solve human capital issues
- Realize the strategic value of survey initiatives
- Use employee input and results to maximize customer satisfaction and performance
- Map strategies to attract and retain staff and the tools to measure the ROI
- Use competencies in performance management programs
- Gain support and recognition from management of the HR Management contribution to success
- Enhance performance with qualitative and quantitative measurements

## **Learn best practices and solutions on HR measurement**

**Hear from a panel of impressive speakers who are experts & experienced practitioners in this field:**

■ **Low Peck Kem**, Human Resource Director, **AGILENT TECHNOLOGIES** ■ **Robert Whittaker**, Director of ST University Asia Pacific, **ST MICROELECTRONICS** ■ **Eugene Tan**, Regional Director of Human Resources, **SHANGRI-LA HOTEL SINGAPORE** ■ **Maurice Chua**, HR Director, **UNITED PARCELS SERVICES** ■ **TC Tan**, Vice President, IHRM - APMEA Region, **PHILIPS ELECTRONICS SINGAPORE** ■ **Dave Kieffer**, Consultant, **MERCER HUMAN RESOURCE CONSULTING** ■ **Ian Till**, Senior Consultant, **HEWITT ASSOCIATES** ■ **Sanjay Kulkarni**, Managing Director and Founding Member, India Operations, **STERN STEWART SOUTHEAST ASIA** ■ **Ronald Cartney**, Chairman, **AT GROUP** ■ **Tay Guan Mong**, Associate Partner, **ARTEMIS INTERNATIONAL CORPORATION** ■ **Jon Randall**, Practice Leader – Human Capital Group, **WATSON WYATT SINGAPORE** ■ **Shubha Narayanan**, Managing Partner, **HR STRATEGIES** ■ **Dr Janice Ho**, Senior Consultant, **HAY GROUP** ■ **Sidney Yuen**, Chief Executive Officer, **HONG KONG BENCHMARKING CLEARINGHOUSE** ■ **Edmund Tan**, Managing Director, **CLARITY WORKS**

This is a top-quality Conference with high-calibre speakers providing the latest information unequalled by any other HR measurement conference. Whatever stage you are at in measuring HR performance, you will come away with new ideas that you will be able to put to practice in your organization.

**Don't hesitate! ACT NOW!** Call our customer service hotline **(65) 6536 8676** or email to **marcy.chong@abf.com.sg** to reserve your seat today!

Yours faithfully  
**Asia Business Forum**

**P.S. Take advantage of early bird discount AND group discount of 2 or more. Register and pay before 19 August and SAVE up to S\$410 per delegate!!**

