

SHRI OUTLOOK²⁰¹⁶

Gearing for the Region

The premier event for the HR community in Singapore: Trends to look out for, Challenges to prepare for.



Did you know?

Singapore occupies an area of just 718.3 km² square kilometers. Singapore is so small it could fit inside California 590 times.



California
423,970 km²

The Programme

SHRI OUTLOOK 2016 • Gearing for the Region

Singapore's economy rebounded notably in the third quarter last year, expanding 1.9% over the previous quarter.

This figure was revised sharply up from the 0.1% increase reported in the advance reading and came on the back of a significant expansion in services and smaller drag from manufacturing.

Singapore has been relying on its strong finance sector to shelter the economy from the spillover effects from China's economic slowdown. Data for the fourth quarter suggest that growth is tepid: non-oil domestic exports swung to contraction and manufacturing plunged in October.

Job hiring has so far been only modestly affected by the recent stock market turmoil and China's economic slowdown, Singapore head hunters say. However, they predict that hiring could be halted completely in the second half of this year as the full impact of these factors flows through, leaving employers far more cautious.

Recruiters highlight that overall, due to the volatile global market, there will be a possible slowdown in hiring in certain sectors and the impact will only be felt in the second half of 2016. They also feel that junior recruitment and executive search divisions will foresee the slowdown and that hiring will be affected by the global business slowdown, a mix of competition from emerging technologies, and online businesses.

What are these emerging technologies, markets and trends for 2016? Will we face a better year ahead? Or what challenges are we going to face?

Join us at the SHRI OUTLOOK 2016: Gearing for the Region to hear from the experts from the various key industries.

Wed
24
Feb

The Schedule

8.00am	○	Registration @ Concorde Hotel Singapore (Concorde 2)	
8.30am	○	Welcome Address by Mr Erman Tan, President, SHRI	
8.40am	●	Keynote Address Trends in Asia Pacific Compensation & Benefits 2016	Mr. Dhritiman Chakrabarti Managing Director Rewards, Talent & Communication (Asia Pacific) Willis Towers Watson
9.40am	●	Championing the Global Industry Trends 2015 HR Reflections Survey: Release of Findings on the Top HR Challenges and Impacting Trends	Mr. Oliver Rust Managing Director Engine Group Asia Pacific
10.20am		Networking Tea	
10.50am	●	The Financial Scene Ahead - What you should look out for?	Mr. Ravin Jesuthasan, CFA Managing Director Global Talent Management Practice Willis Towers Watson
11.45am		Networking Lunch	
12.45pm	●	Outlook on the Singapore Labour & Employment Market 2016	Mr. Tan Pei En Director (Workforce Planning) Ministry of Manpower
1.15pm	●	HR Transformation in the Singapore Public Service	Ms. Low Peck Kem Chief HR Officer and Senior Director (Business Partnership) CHRO Office and Business Partnerships Public Service Division, Prime Minister's Office
2.00pm	●	Understand the Most Powerful Shifts and Transformational Technologies for Survival	Mr. Charlie Ang Founding President The Innovators Institute
2.45pm		Networking Tea	
3.30pm	●	The Age of Digital Disruption & its impact on HR	Ms. Renata Janini Dohmen Vice President - Human Resources SAP South East Asia
4.15pm	○	Speech by Guest-of-Honour	Mr. Patrick Tay Assistant Secretary General National Trades Union Congress (NTUC)
4.30pm	○	Panel Discussion: Insights from Industry Experts on Outlook: Industry Disrupters VS. Emerging Trends	
5.30pm		End of Conference	

Tracks

Trends in Asia Pacific Compensation & Benefits 2016

By Mr. Dhritiman Chakrabarti

Our Keynote Speaker will share the trends in Asia Pacific Compensation & Benefits for 2016, highlighting aspects of rewards, talent and communication. Find out the latest trends in Executive Compensation. Hear case studies of organisations with good HR practices in this area. Find out what is coming up this year and strategise on how you can improve on your compensation & benefit plans.

Championing the Global Industry Trends

By Mr. Oliver Rust

Lack of skilled talent on the job market was the most frequently mentioned challenge by HR managers in the Asia Pacific according to ORC International's recent survey. This is an annual HR Reflections survey of almost 1,000 HR professionals across Europe, the United States and Asia Pacific which asked respondents questions about their organisation's performance priorities and key challenges for the next year. Join us as we will unveil the key priorities and challenges for the coming year.

The Financial Scene Ahead

By Mr. Ravin Jesuthasan

A macroeconomic outlook on Singapore and South East Asia. This presentation will also provide you with a global perspective on the evolving challenges and opportunities in the financial services sector. Learn specific trends in talent management. Gain insights on emerging market practices. Case studies will also be shared to position emerging trends that may have implications on Singapore and South East Asia.

Outlook on the Singapore Labour & Employment Market 2016

By Mr. Tan Pei En

Mr. Tan will share on the current Singapore labour market and employment trends during his presentation. In addition to that, he will also highlight the challenges that are likely to be faced in these areas and what HR Professionals should look out for in 2016.

Tracks

HR Transformation in the Singapore Public Service

By Ms. Low Peck Kem

Ms. Low will talk about transforming HR in the Singapore Public Service in order to meet the nation's new challenges. Putting into business context, she will speak on realities of the Singapore Public Service as well as the role of HR in the Public Service Transformation. Also covered in this presentation will be about building a one trusted public service HR community.

Understand the Most Powerful Shifts and Transformational Technologies for Survival

By Mr. Charlie Ang

We are entering an exciting new era of business which is turning hyper-speed, ultra-connected and disruption-prone. The rules and competitive advantages of business are rapidly falling apart and giving way to new ones. Understanding the new conditions will be critical to success for companies of all sizes and from all industries and drive them ahead of competitors and peers. This session will share with you the three most powerful shifts in businesses and six most transformational platform technologies. Join us at this breath-taking session if you want to understand and exploit the Future of Business!

The Age of Digital Disruption & its impact on HR

By Ms. Renata Janini Dohmen

90% of CEOs know that their business will be changed because of the digital economy and that they need to adapt very quickly to stay relevant. That being said, only 15% are able to execute on a digital strategy. There are so many examples such as Uber and AirBnB proving that digital disruption is not only here to stay, it is also threatening every business model in every industry. Every company will require a technology-focused competitive edge and this is where HR's relevance comes in to drive business simplification and enabling businesses to address this digital reality.

Patrick Tay 郑德源



- Assistant Secretary-General, NTUC
- Director of Legal Services Department, NTUC
- Director of Professionals, Managers and Executives Unit, NTUC
- Supervising Lead for Financial and Business Services Cluster
- Supervising Lead for Healthcare Cluster
- Executive Secretary of The Singapore Manual & Mercantile Workers' Union

Mr Patrick Tay is the Assistant Secretary-General of NTUC, appointed on 1 February 2014. He is currently the Director of NTUC Legal Services Department, as well as the Professionals, Managers & Executives (PME) Unit. He is also the Supervising Lead for the Labour Movement's Financial and Business Services Cluster, as well as the Healthcare Cluster. He currently co-chairs the Financial Sector Tripartite Committee with the Monetary Authority of Singapore (MAS). Besides being the Executive Secretary of The Singapore Manual & Mercantile Workers' Union, Mr Patrick Tay is also an Advisor to the Creative Media and Publishing Union, Healthcare Services Employees' Union, Keppel Employees Union and Union of Security Employees. Since joining the Labour Movement in April 2002, Mr Patrick Tay has represented numerous unions and union members in dispute resolution, conciliation and in the Industrial Arbitration Court.

Following his appointment as the Director of NTUC PME Unit in June 2011, Mr Patrick Tay has been advocating and championing for greater outreach and protection of PMEs. He has been the driver for the labour market testing in Singapore since August 2011, which resulted in the Fair Consideration Framework and the National Jobs Bank being announced in September 2013. He also represents the Labour Movement in tripartite workgroups to review and update all employment and industrial relations legislation.

Mr Patrick Tay is a Member of Parliament for West Coast Group Representation Constituency (Boon Lay). He is currently Chairman of the Government Parliamentary Committee (GPC) for Manpower and Member, GPC for Home Affairs and Law of the 13th Parliament, as well as Chairman of West Coast Town Council and Vice-Chairman of SouthWest CDC. He graduated with a Bachelor of Laws (Honours) and Master of Laws from the National University of Singapore and attended the Advanced Management Programme (AMP) at Harvard Business School. Mr Patrick Tay is an Advocate and Solicitor of the Supreme Court of Singapore, an Associate Mediator with the Singapore Mediation Centre, and Fellow of the Singapore Institute of Arbitrators.

Born in 1971, Mr Patrick Tay is married with three children.

Dhritiman Chakrabarti

Managing Director
Rewards, Talent & Communication
(Asia Pacific)
Willis Towers Watson



AREAS OF EXPERTISE:

- Executive and board of director compensation
- Executive compensation philosophy
- Short/long term incentive design
- Corporate governance issues
- Total Rewards/ EVP
- Total rewards philosophy
- Strategy setting
- Career/ job architecture
- Base pay design and implementation
- Global Total Rewards
- Integrated Talent & Reward applications
- Performance management
- Design and implementation of performance measurement systems; metrics/ scorecards
- Performance linked pay
- Talent strategy & analytics
- HR Strategy & design
- Talent management strategy
- Organization alignment
- Workforce analytics
- Strategic workforce planning
- HR Transformation
- HR organization design
- HR effectiveness
- HR metrics
- HR service delivery models
- HR Technology deployment

Dhritiman has more than 18 years of spanning career in consulting. He is currently the Line of Business Leader for Rewards, Talent & Communication (RTC) across Asia Pacific. He is currently based in Singapore but prior to this, he was the Managing Consultant of Towers Watson in India and he was responsible over three lines of businesses – Benefits, Risk Consulting & Software and Talent & Rewards. In addition he has also worked in the US, China and Malaysia.

Notable industries worked with include Automotive, Banking, Consumer products, Diversified conglomerates, Energy, Government, Healthcare, Insurance, IT/ ITES, Life sciences/ Pharmaceuticals, Logistics, Manufacturing, Petrochemical/ Petroleum, Services, Telecommunications and Utilities.

He is also a frequent speaker on issues related to executive and board of director compensation, corporate governance issues, performance measurement/ performance management, and performance linked compensation.

Dhritiman holds an MBA in Finance, Business Policy and Strategic HR, a Bachelor in Commerce (Hons.) and an Advanced Diploma in Systems Management.

Oliver

Rust

Managing Director
Engine Group Asia Pacific



Oliver Rust is the Managing Director of the Engine Group Asia Pacific. He leads the business and Go-to-Market strategy for ORC International and the Engine Group in Asia Pacific with the objective of driving client success.

A pioneer practitioner in Customer Centricity, Oliver has been successfully leading teams to innovative business solutions which enable client organisations to connect closely with consumers, navigate through ever-changing market climate, and satisfy wide-ranging business needs. For more than 15 years, Oliver has held numerous global and regional leadership roles with Nielsen, Taylor Nelson Sofres, Tesco and Bluebell prior to his appointment with Engine.

Oliver is a veteran in the information business with 20 years of industry experience spanning across the Europe and Asia Pacific markets. He possesses comprehensive expertise in understanding consumer behaviour and customer engagement. He also obtained extensive knowledge in financial services through the leading role he played in Nielsen's Global Financial Services.

Oliver serves on the board of two private held organisations that are breakthrough innovational entities, as well as being the Vice Chairman of the Marketing and Communications Committee at the American Chamber of Commerce.

Ravin Jesuthasan

Managing Director
Global Talent Management Practice
Willis Towers Watson



Ravin Jesuthasan is a recognized global thought leader on the future of work and human capital. He has led numerous research efforts on the global workforce, the emerging digital economy and the transformation of work. Ravin was the lead partner for the World Economic Forum's ground breaking study; Shaping the Future Implications of Digital Media for Society. He has led numerous large-scale, global restructuring and transformation engagements for his clients.

Ravin has been a featured speaker on the aforementioned topics at conferences in North America, Europe, Asia Pacific, the Middle East and Latin America. He has also been featured and quoted extensively by leading business media including CNN, The Wall Street Journal, BusinessWeek, CNBC, Fortune, FT, Human Capital (China), Les Echos (France), Valor Economico (Brazil), Business Times (Malaysia), Globe and Mail (Canada), South China Morning Post, Dubai One TV and The Australian among others. Ravin has been a participant and presenter at the World Economic Forum's annual meetings in Davos and Dalian.

He has been recognized as one of the top 25 most influential consultants in the world by Consulting Magazine. He is the author of Transformative HR and the recently released, Lead The Work: Navigating a World Beyond Employment. Ravin has authored over 25 articles and his article in the HR People and Strategy Journal entitled Performance Management as a Business Discipline received the 2014 Walker Award for the most original and valuable contribution to the HR profession.

His clients include six global high-tech companies, eight international financial services organizations, four large retail organizations, a major U.S. motion picture studio, four international consumer goods companies, six large pharmaceuticals firms, five major energy companies and twelve global airlines among many others.

Prior to joining Willis Towers Watson 22 years ago, Ravin was a consultant with the strategy practice of a major management consulting firm. Ravin Jesuthasan is the global practice leader of Willis Towers Watson's Talent Management Practice. He is a Managing Director of the firm and is based in the Chicago office.

Ravin holds B.B.A. (Finance) and M.B.A. (Finance) degrees and is a Chartered Financial Analyst.

Pei En Tan

Director
Workplace Planning
Ministry of Manpower



Pei-En is currently the Director of Workforce Planning at the Ministry of Manpower, where he oversees policies affecting the local workforce, covering the areas of manpower planning, employment outcomes, and careers for various segments of the workforce. He was involved in the setting up of the SkillsFuture Council and the suite of SkillsFuture initiatives rolled out in 2015 such as the SkillsFuture Credit, as well as key measures to strengthen the Singaporean core in the workforce and initiatives to improve age management for older workers.

Prior to his current role, Pei-En headed the Strategic Planning team in the Ministry of Finance, where he was closely involved in preparations for the annual government Budget and Budget speeches delivered in Parliament. He also led internal reviews to refresh strategic outcomes at the Whole-of-Government level and revamped internal frameworks for better optimisation of fiscal and manpower resources across government ministries and agencies. Earlier in his career, he saw through a major review of the Women's Charter at the Ministry of Community Development, Youth and Sports (now the Ministry of Social and Family Development) which culminated in enhancements to the law involving marriages, divorce, and the maintenance of children/spouses.

Did you know?

On Redundancy:

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Annual	11,150	13,090	8,590	16,880	24,430	9,800	9,900	11,010	11,560	12,930	n.a
1st Qtr	2,280	3,690	2,100	2,420	12,760	2,400	2,750	2,600	2,120	3,110	3,500
2nd Qtr	2,250	3,430	2,030	1,880	5,980	2,280	2,020	2,210	3,080	2,410	3,250
3rd Qtr	3,240	2,570	2,350	3,180	2,470	1,930	1,960	2,850	2,710	3,500	3,460
4th Qtr	3,380	3,390	2,110	9,410	2,220	3,190	3,250	3,350	3,660	3,910	n.a
Number of Redundancies Per 1,000 Paid Workers	10.0	9.8	6.0	10.6	14.2	5.7	5.5	5.8	5.8	6.3	n.a

Source: Labour Market Survey, Manpower Research Research & Statistic Department, MOM
Latest figures published in: Labour Market Report

Notes:

- There is a break in the series as demarcated by the vertical dashed line, Before 2006, data pertain to private sector establishments each with at least 25 employees. From 2006 onwards, data also include the public sector.
- Data are rounded to the nearest 10. Hence, they may not add up to the total.
- p - Preliminary
- n.a - Not available

Peck Kem Low

Chief HR Officer and Senior Director
(Business Partnerships)
CHRO Office and Business Partnerships
Public Service Division, Prime Minister's Office



As the Chief HR Officer and Senior Director (Business Partnerships) Public Service Division, Prime Minister's Office of Singapore, Peck Kem is responsible for professionalizing HR in the public sector of 16 Ministries and more than 50 statutory boards.

Prior to her current appointment, she was the Senior Director for HR & OD for a non-for-profit organization, The Global Alliance for Improved Nutrition (GAIN) based in Geneva, where she was responsible for HR, OD, Legal, Internal Audit and Corporate Administration for its 15 global offices.

Peck Kem has a unique combination of experience over her 28 year career, ranging from being a quality engineer and manufacturing manager to being a HR Vice President in the private sector (Tandon, Western Digital, Hewlett Packard, Agilent Technologies & Avago Technologies), a Divisional Director of National HR Division in the Singapore Ministry of Manpower and finally a Senior Director ODHR in GAIN before her current appointment as Chief HR Officer of the Singapore Public Service.

Did you know?



"Four in 10 job vacancies, or 43 per cent, were for professionals, managers, executives and technicians (PMETs). These include teaching and training professionals, management executives, commercial and marketing sales executives, and software, web and multimedia developers. This was followed by service and sales workers with 23 per cent of the openings, open for jobs such as waiters, security guards and shop sales assistants."

Source:

Fewer job openings amid softer economy: Manpower Ministry: CNA/cy. 2016. Channel NewsAsia, February 3.

Charlie Ang

Founding President
The Innovators Institute



Charlie Ang is a venture investor, business futurist and innovation evangelist. He is deeply passionate about future trends, strategic innovation and disruptive technologies.

He is the Founding President of The Innovators Institute, Founder of iSuite.Club, and Partner and Head for Singapore at KIATT, a deep technology and commercial science global venture capital firm. He was the Chief Innovation Officer at Singapore-based First Media Group, a regional communications, design and educational agency.

His professional agenda is to help leaders, executives, engineers and entrepreneurs in Singapore adopt an Innovator mindset and win in the Innovation Economy. He writes and speaks regularly on strategic futures and innovation. He has been featured in The Straits Times, The Business Times, Channel NewsAsia, MediaCorp Channel 5, Financial Times, Singapore Business Review, TODAY Paper, 938 LIVE FM, e27, Yahoo! Singapore, and WISE (World Innovation Summit for Education).

Singapore is well-positioned to serve as a centre for digital businesses as it offers companies a highly reliable infrastructure for information and communications technologies, said Minister for Trade and Industry (Industry) S Iswaran on Tuesday (Jan 19).

Mr Iswaran said almost **200 million new Internet users in ASEAN are expected to come online by 2020** and as businesses go digital, this will generate an **annual economic impact of S\$625 billion by 2030**. He also cited a study by Accenture entitled **"Surfing Southeast Asia's Powerful Digital Wave"**.

"Recognising these trends, the Government is committed to growing Singapore's capacity to contribute to and benefit from the growth of the digital economy," said Mr Iswaran.

He added: **"This sector is expected to create exciting and good job opportunities such as 2,500 jobs for data analysts and 2,000 e-commerce related jobs by 2020"**. Hence, it will be a key area of focus for the Committee on the Future Economy which aims to develop economic strategies to position Singapore well for the future."

Source:

Singapore well-positioned to serve as centre for digital businesses: S Iswaran. 2016. Channel NewsAsia, January 19.

Renata Janini

Dohmen

Vice President - Human Resources
SAP South East Asia



Renata Janini Dohmen is Human Resources Director for SAP South East Asia. Based in Singapore, she is responsible for the People and Organization Strategy for SAP across Singapore, Malaysia, Thailand, Indonesia, Philippines and Vietnam.

Strategic Human Resources Business Partner, Renata has over 17 years of experience in Workforce Planning, Organization Design and Development, Employee Communications, Talent Management, Project Management, Total Rewards, Channel Enablement and Customer Training in Latin America and Asia Pacific countries.

Renata joined SAP from Avaya, where she was Head of Human Resources for the Global Sales and Marketing organization in Asia Pacific from 2011 to 2014, including ASEAN, Australia and New Zealand, India, Japan, Korea and Greater China. Before joining Avaya in 2009, Renata developed a 12.5-year career in Motorola, having held country and regional positions of increased responsibility in Training and Development and Strategic Human Resources Partnership in Latin America. She holds a Master's Degree in Business Administration from Fundacao Getulio Vargas in Brazil.

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Institute of Estate Agents,
Singapore (IEAS)



The Singapore Malay Chamber of
Commerce & Industry (SMCCI)



Public Service Division
(Prime Minister's Office)



Singapore Computer
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(WTW)



Singapore Human Resources Institute (SHRI)
2 Serangoon Road, Level 6, The Verge Singapore 218227



+65 6438 0012



www.shri.org.sg



enquiries@shri.org.sg



SHRISingapore