Workforce Planning Survey Report 2015: Singapore
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Report Summary

Workforce Planning is a key ingredient for organizational success

Across all company sizes, 97% believe that workforce planning is important to the success of the organization.

But only 2% is very happy with the current workforce planning process

This is especially true for organisations with more than 99 employees. The more employees you have to manage, the more complicated the Workforce Planning process.

Singapore is just getting started with the workforce planning game

Only 16% has basic workforce planning tool and 7% have a proper workforce analytics and planning software in place.

Stuck in Meeting Rooms & Excel Hell

Most common workforce planning methods/process:

1. Spreadsheets/Excel 64%
2. Meetings 42%
3. Email 31%

3 out of 4 respondents use more than 3 different sources of data for Workforce Planning.

But Singapore is not alone in data wrangling, the rest of Asia shares the same story.
Introduction

In today’s increasingly complex world, Workforce Planning is no longer the same. Organizations are required to move beyond the traditional Workforce Planning cycle - to identify and develop its workforce capacity and capabilities according to its corporate and strategic objectives, for the present and for the future.

The 2015 Asia report on Workforce Planning reveals significant trends on the state of workforce planning and practices across the region. Though Asia is an extraordinarily diverse continent, respondents across the region agree that workforce planning is the #1 ingredient to an organization’s success - with a whopping 98% saying that it is important/very important.

In theory, Workforce Planning informs critical business decisions that will directly (or indirectly) influence an organization’s future and help achieve long-term growth, but in reality, how are organizations in Singapore faring?

As the Asia report focuses on Asia as a whole, this whitepaper shines the spotlight on Singapore: How do organizations in Singapore carry out their Workforce Planning initiatives? What are their topmost workforce concerns? Do businesses in Singapore have what it takes to be strategic with Workforce Planning? How does Singapore match up with the rest of Asia? This report answers these questions and reveals some very surprising stats...carry on reading as we uncover Workforce Planning in the little red dot.

How we did it

We surveyed over 712 respondents all across Asia, of which 225 of them are based in Singapore.

You can read more about our methodology at the end of the report or click here to read it now.
97% of responses believe that Workforce Planning is a key ingredient of an organization's success and that is very much aligned to the consensus with the rest of Asia.

**How important is workforce planning for the success of your organization?**

- **Very Important**: 45%
- **Important**: 52%
- **Not Important**: 3%

**Top 3 reasons for Workforce Planning**

Ultimately with workforce planning, organizations hope to make better workforce decisions for management and reduce costs.

**What is your top reason for workforce planning?**

- **Support Better Strategic Business Decision Making**: 78%
- **Improve Talent Management**: 72%
- **Cost Savings Via Workforce Optimisation**: 64%
Top Workforce Concerns

Asia picked Talent Acquisition as their #1 concern but Retention was voted as the top concern in Singapore. Though Singapore deviates from the rest of Asia, this difference comes as no surprise as Singapore is widely regarded as a global Talent magnet with her booming commercial hub and financial industry.

1. Retention
2. Talent Acquisition
3. Cost Saving measures

Comparisons across countries

<table>
<thead>
<tr>
<th></th>
<th>Asia</th>
<th>China</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent Acquisition</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Retention</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Compensation &amp; Benefits</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Cost Saving Measures</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Diversity</td>
<td>6</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Restructuring</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>

#1 = the most important
Singapore ranks Retention as #1, followed by Talent acquisition as #2. The reverse is true for Japan & China. Japan ranks diversity as #2 and China, Training and Development.
75% use more than 3 different sources of data for Workforce Planning.

How many sources of data do you use for Workforce Planning?

Singapore is not the only one struggling with multiple data sources, results reveals that this is actually an Asia-wide phenomenon with 77% depending on more than 3 datasets when it comes to Workforce Planning.

Most common data sources used for WFP:

<table>
<thead>
<tr>
<th></th>
<th>Performance</th>
<th>Payroll</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>85.8%</td>
<td>60.0%</td>
<td>54.9%</td>
</tr>
</tbody>
</table>

Comparisons across countries

<table>
<thead>
<tr>
<th></th>
<th>Asia</th>
<th>Singapore</th>
<th>China</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Performance</td>
<td>1st Payroll</td>
<td>1st Learning</td>
<td>1st Learning</td>
<td></td>
</tr>
<tr>
<td>2nd Payroll</td>
<td>2nd Leadership</td>
<td>2nd Payroll</td>
<td>2nd Leadership</td>
<td></td>
</tr>
<tr>
<td>3rd Leadership</td>
<td>3rd Performance</td>
<td>3rd Performance</td>
<td>3rd Performance</td>
<td></td>
</tr>
</tbody>
</table>
**F A C T #5**

**Stuck in Meeting Rooms & Excel Hell**

Most common workforce planning methods

- **64.0%** Spreadsheets / Excel
- **42.0%** Meeting
- **16.0%** Basic Workforce Planning
- **28.0%** HRIS reports
- **31.0%** Email
- **7.0%** WFP software
- **15.0%** Dashboards

Singapore is more advanced in workforce reporting with 15% already leveraging on dashboards but on the complete end of the spectrum, it also has the largest proportion of spreadsheet users across Asia (64%).

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**Make spreadsheets your enemy.**

- Prone to errors and inaccuracies
- Time-consuming & tedious
- JPMorgan Chase lost more than $6 billion in its “London Whale” incident, in part due to Excel spreadsheet errors (including alleged copying and pasting of incorrect information from multiple spreadsheets).
- Barclays sent an offer to purchase another firm in 2008 that hid—instead of deleted—nearly 200 spreadsheet cells, resulting in unnecessary losses.

Source: *Sorry, Your Spreadsheet Has Errors*
FACT #6
3 out of 5 know where their Talent gaps are.

Singapore is as confident as their peers when asked,

“Do you know or can you predict where your talent gaps are?”

60% said they are able to predict where talent gaps will be in 6 months

<table>
<thead>
<tr>
<th>Region</th>
<th>Singapore</th>
<th>China</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>68%</td>
<td>74%</td>
<td>61%</td>
</tr>
</tbody>
</table>

With the need to aggregate more than 3 sources of data for Workforce Planning, surprisingly, 60% of the respondents answered that they are still confident that they are able to predict where talent gaps will be in the next 6 months.

Do you know or can you predict where your talent gaps will be in 6 months?
Based on survey results, 85% of the organizations are only at Level 1 & 2 of the Workforce Planning game.

With only 7% leveraging on a proper Workforce Planning system, it's surprising to find that Singapore actually ranks #2 when it comes to workforce analytics and planning software adoption in Asia.

**Workforce Analytics and Planning Software Adoption**

<table>
<thead>
<tr>
<th>Country</th>
<th>Adoption across country in percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam</td>
<td>10%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>20%</td>
</tr>
<tr>
<td>Singapore</td>
<td>30%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>40%</td>
</tr>
<tr>
<td>Japan</td>
<td>50%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>60%</td>
</tr>
<tr>
<td>Hongkong</td>
<td>70%</td>
</tr>
<tr>
<td>China</td>
<td>80%</td>
</tr>
<tr>
<td>Australia</td>
<td>90%</td>
</tr>
<tr>
<td>Other</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Capabilities**

<table>
<thead>
<tr>
<th>Level</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1: Reactive</td>
<td>Manual, crisis-driven Reports</td>
</tr>
<tr>
<td></td>
<td>Data locked in single systems</td>
</tr>
<tr>
<td>Level 2: Standardised</td>
<td>Mostly manual, scheduled reports</td>
</tr>
<tr>
<td></td>
<td>Limited linkage between systems</td>
</tr>
<tr>
<td>Level 3: Focused</td>
<td>Automated, self-service answers &amp;</td>
</tr>
<tr>
<td></td>
<td>dashboard reporting</td>
</tr>
<tr>
<td></td>
<td>Multi-system integrations</td>
</tr>
<tr>
<td>Level 4: Strategic</td>
<td>Dynamic visualizations,</td>
</tr>
<tr>
<td></td>
<td>dashboards &amp; workforce planning module</td>
</tr>
<tr>
<td></td>
<td>Big data aggregator</td>
</tr>
</tbody>
</table>

*Interpretation of Gartner’s Talent Analytics Maturity Model*
FACT #8  Time to make workforce planners happy

Only 2% of respondents are very happy or satisfied with the current Workforce Planning process in the organization.

For those respondents who said they were displeased/very displeased, 72% of them relied heavily on meetings and 67% on spreadsheets.

FACT #9  Is Singapore being silly?

With only 16% saying that they will be investing in a workforce planning software in 2015, does this mean that Singapore rather spend more time than invest in an efficient workforce planning software?

Perhaps this can be attributed to the common barriers exposed – Read Fact #10
**F A C T #10**

**Common barriers to Workforce Planning for Singapore**

- **49%** Lack of automation
- **47%** Difficulty connecting plans to budgets
- **46%** Limitation of planning tools

### Most Common Barriers

### Comparisons across countries

<table>
<thead>
<tr>
<th>Most common barriers</th>
<th>Asia</th>
<th>Singapore</th>
<th>China</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complicated planning process</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Data is not accurate</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Data needs to be gathered from multiple source</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Difficult to collaborate with colleagues</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Limitation of planning tools</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Difficulty connecting plans to budgets</td>
<td>6</td>
<td>6</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Lack of automation</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>
We heard it from the horse's mouth... 97% shared in the survey that they strongly believe the key to the success of an organisation lies in workforce planning but barriers such as the limitation of current planning and automation tools are hindrances to moving forward and executing on accurate workforce plans.

With Singapore seen as one of the most advanced and forward-looking city in Asia, one would expect that Singapore would be taking the lead when it comes to workforce planning but what this survey reveals is strangely the opposite.

With the full establishment of the ASEAN Economic Community (AEC) in 2015, the AEC will support an increase in regional globalisation and integration of different nationalities. In a bid to stay competitive, organisations in Singapore will no longer be sourcing from local talent pools, but also widening the net beyond national boundaries in search for the labour they need.

If organisations in Singapore want to make faster and more accurate workforce decisions, these businesses will first need overcome the resistance and abandon spreadsheets, and work towards level 3 and 4 of the game where Workforce Planning becomes tactical.

About HRBoss

HRBoss is Asia's leading Cloud provider of data-driven software. EmployeeBoss is the 1st Business Intelligence platform designed specifically to deal with employee-related data and the challenges of modern workforce planning for corporate HR and the C-suite. EmployeeBoss is a pay-as-you-go SaaS application and starts from $295 per month.

Access your free trial of EmployeeBoss, the 1st workforce planning and analytics platform, which is available at https://hrboss.com
How we did it

Consisting a total of 10 comprehensive questions relating to Workforce Planning, the survey questionnaire was designed with input from seasoned experts and business leaders from the Human Resource Industry.

In order to ensure that the results would be an accurate representation of businesses across Asia and around the world, the survey was translated into 4 different languages: Chinese, Japanese, Vietnamese, and English. HRBoss invited respondents from various countries including China, Malaysia, Indonesia, Vietnam, Singapore, Japan, Australia and New Zealand.

The survey invitations were disseminated across APAC through multiple platforms including the web, emails, HR portal sites in China, Malaysia, Japan and Indonesia, plus various social media channels. The survey was open for 2 full months, commencing in late November 2014 through to January 2015. In late January 2015, all survey responses were collected and analyzed for the publication of this report.

About the sample

A total of 712 respondents completed the survey, with job roles ranging from HR Consultants and Administrative professionals to C-suite level executives and CHROs, predominantly from APAC.
Workforce Planning
Get Strategic About Workforce Decisions.

Hand on heart, are you able to confidently answer these questions?

✓ Are you ready for immediate “backfill” for key positions? Who’s ready to be internally re-deployed?
✓ How many vacancies in the organization do you have open right now?
✓ What are your open positions by department, by office, by country or by region?
✓ Do you know where your Talent gaps now, in 2016 or in 5 years time?
✓ Do you know who you need to hire next? Can you accurately forecast recruiting plans?
✓ & the most crucial question of all: Can you accurately map all these workforce plans to costs and budgets?

The Problem:
Workforce planning remains a manual and time-consuming process, involving multiple stakeholders relying on stale data stored in spreadsheets and ‘gut-feeling’.

How can you accurately forecast capacity and allocate the right people resources for continued business success if you don’t have the time or means for careful analysis and Talent needs forecasting?

The Solution: EmployeeBoss Workforce Planning

Making the right decisions for your organisation’s global workforce, each department punctuated by differentiated skills and size, sounds like an almost impossible task. Relate your workforce plans to costs and budget constraints.

EmployeeBoss Workforce Planning eliminates the admin and complexity associated with workforce planning by delivering the most up-to-date workforce data into your hands quickly and easily.
Connects to ALL and ANY data source

An agnostic solution that sits on top of all your existing systems (HR, Finance, IT, Payroll, HRIS, ERP, SAP, etc), EmployeeBoss pulls in data from any source. It aggregates and associates all the disconnected data so that you can have a unified picture of your workforce on one single platform.

Workforce visibility like no other

Start off on the right foot by first understanding the current state of your organisation. Access up-to-date intelligent HTML 5 org charts within EmployeeBoss. Get visibility across entire organisation and have relevant employee information such as headcount, salary, vacancies and skills right at your fingertips so you can see the hierarchy in full.

- Information displayed in the org charts is fully configurable so you can choose to see whatever matters most to you.
- Filter the org charts to display employees by region, office or departments.

Get actionable workforce analytics, anytime

Access reports anytime, not just at an organisational level but reports pertaining to specific business concerns and areas. With in-built self-service analytics, EmployeeBoss enables you to instantly drill down into specific areas of your business to find answers.

- Drill, cut and slice the data to get the answers you need straight away- with no need to hassle your colleagues in IT or BI to help you.
- Schedule auto-runs to refresh your reports & dashboards daily, weekly or monthly.
Simulate and explore alternative futures on-the-fly

This is where workforce planning really happens.

EmployeeBoss’s workforce planning workspaces allow you to play with multiple ‘what if’ scenarios.

- Clone your existing workforce or start with a blank canvas.
- Use Conditional Formatting to highlight any data you want.
- Simply drag & drop employees within the org structure.
- Simulate plans for new office locations or teams.
- Craft and compare across different cost scenarios.
- Create ad-hoc workforce plans by changing variables.
- Work within targets for headcount, skills and costs.

The best thing about workforce planning with EmployeeBoss? You’ll know the impact it has on your bottom-line even before the decision is made.

- **Plan & action, all-in-one platform.**
  
  Once you’ve got your workforce plan in place, identify vacancies and start the job requisition process right from within EmployeeBoss. EmployeeBoss is the only workforce analytics platform with a corporate ATS baked in. Our award-winning Applicant Tracking System allows users to manage the end-to-end hiring process all within one intuitive platform. And it’s not just any ATS- it’s a multi-award winning, fully-featured platform that makes recruiting faster, more social and collaborative. Launch the recruiting application and post jobs to all job boards and social networks in one easy click.

  No other workforce planning solution works the way EmployeeBoss does.

- **Involve stakeholders. Get buy-in.**

  Happy with the plans in your workspace? Now save it and share your plans with the rest of the team! EmployeeBoss enables effective, enterprise-wide collaboration when it comes to modelling current and desired states of your workforce.

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**Start 7 Day Free Trial Now**
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