



SINGAPORE HUMAN RESOURCES INSTITUTE

ANNUAL REPORT 2023

& minutes of the 57th AGM

VISION & MISSION

VISION

"To be the leading HR authority in Singapore to champion human capital excellence."

MISSION

"We commit to advocate HR best practices, connect a community of HR professionals and enhance the HR profession."

CODE OF PROFESSIONAL ETHICS

CODE OF PROFESSIONAL ETHICS

Every member of the Institute is expected to be bound by the Code of Professional Ethics of the Singapore Human Resources Institute, the Articles of which are as follows:

1. To maintain at all times the highest standards of personal integrity and conduct in the performance of professional duties.
2. To respect the dignity of any person in the course of professional services and dealings with employers, employees and the community.
3. To perform all professional duties with the respect for the rights of employers, employees and the respective trade unions in the interests of industrial peace and social justice, and the economic and social development of the nation.
4. To initiate and promote progressive and forward-looking human resource policies and practices.
5. To hold in trust all confidential information received.
6. To promote at all times the aims and objects of the Institute and not to act in any manner prejudicial or detrimental to the reputation or interests of the Institute or any of its members.

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PRESIDENT'S MESSAGE

Dear SHRI Members and Corporate Friends,

As we conclude FY2023, it is my pleasure to present to you the Annual Report of the Singapore Human Resources Institute (SHRI) for the year, along with our aspirations for the future.

Taking stock of our achievements and progression is essential as we navigate the path into the new year.

Firstly, I am pleased to highlight the successful organisation of both the 16th HR Awards and the Regional HR Outlook 2023. These events not only contributed to the positive transformation of our local HR industry but also propelled a progressive HR agenda. We take pride in upholding excellence in the industry and providing invaluable insights into the future trajectory of HR practices and strategies

We are all the more thrilled that SHRI has secured the privilege of hosting the premier World HR Congress (WHRC) in Singapore. This achievement is a significant milestone for both our Institute and for Singapore, solidifying our position on the global stage and providing a prestigious platform to showcase Singapore's expertise in HR.

In the bustling world of business and technology, the future of HR is not just about processes, technologies or even strategies. It is always all about people.

SHRI, as many of you know, stands as a key influencer for transformative human resource management. Our journey has been marked by both challenges and achievements, offering us valuable lessons along the way. We've not only witnessed but actively facilitated the evolution of HR practices that resonate with the demands of the modern corporate landscape. The success stories and milestones we've achieved together as a community are a testament to our unwavering drive for excellence.

With a vision rooted in fostering holistic organisational growth, our endeavours aim to prepare every enterprise for the multifaceted challenges and opportunities that lie ahead. It is obvious that the tides of change are ever-present, and no realm feels this more acutely than the sphere of People, Organisation and Culture.

We are committed to progressing with the times and adapting our offerings to meet the future needs of HR practitioners and leaders alike; among the changes, in addition to the ever-evolving technology and Gen AI landscape are:

- Rapid adaptability and resilience are no longer just buzzwords but essential cornerstones for any thriving organisation.
- We're moving away from traditional talent strategies towards a broader framework of Talent Access, emphasising the pivotal role skills play in the modern workforce.
- This era heralds the rise of leadership that not only inspires but moulds organisational outcomes with their vision and ethos.

Recognising the vital role of talent development and leadership cultivation within organisations, SHRI has also introduced coaching and leadership courses tailored specifically for people managers. We aim to empower these individuals to drive organisational success by building a resilient workforce, dynamic workplace and positive work culture.

As we approach SHRI's 60th anniversary next year, it is also timely for us to consider how we can maintain relevance and remain forward-looking in the dynamic HR landscape. We are steadfast in our mission to emerge as an important catalyst and advocate in advancing human capital excellence, nurturing impactful and progressive HR & Leadership practices to propel organisations to succeed in Singapore and beyond.

Finally, I extend a heartfelt invitation to you to join us at the World HR Congress from 14-16 May 2024, where we will gather to exchange ideas, celebrate achievements, and collectively chart the course for the future of HR.

Thank you for your unwavering support of SHRI. Together, we will continue to redefine the standards of excellence within the field of human resources.

Warm regards,
D N Prasad
President
Singapore Human Resources Institute

EXECUTIVE COUNCIL

Office Bearers 2023-2025



PRESIDENT
D N PRASAD
MSHRI



IMMEDIATE PAST PRESIDENT
LOW PECK KEM
FSHRI



VICE PRESIDENT - CORPORATION
TAN HUI BOON
MSHRI



VICE PRESIDENT - ACADEMY
SABRINA LOI
FSHRI



VICE PRESIDENT - MEMBERSHIP
ANNIE LIM
MSHRI



HONORARY SECRETARY
CHARMAINE SIM
MSHRI



ASSISTANT HONORARY SECRETARY
ANGELINA CHUA
MSHRI



HONORARY TREASURER
DANIEL CHIA
MSHRI



ASSISTANT HONORARY TREASURER
SAROJINI PADMANATHAN
MSHRI



EXECUTIVE COUNCIL

Council Members



ALISON SHEE
MSHRI



LAWRENCE TAN
MSHRI



LUCY TAN
MSHRI



REBECCA LOKE
MSHRI



SAM NEO
MSHRI

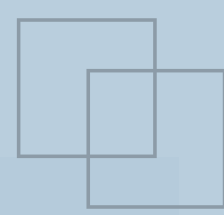
Co-opt Council Members



DR FERMIN DIEZ
MSHRI



DR JACLYN LEE
MSHRI



SHRI MEMBERSHIP

SHRI has been a professional HR body for 58 years, serving HR practitioners, people managers, employers and business leaders from both public and private sector organisations across diverse industries in Singapore. As an independent voice driving Singapore’s HR agenda, SHRI is an intermediary for the HR fraternity (individuals & organisations) and policy-makers.

SHRI strives to drive “Professionalism” with the right “Connections” and “Development” opportunities for the HR fraternity by establishing a HR ecosystem. We advocate our commitment to develop the HR community with our #infoHR/Webinar sessions, signature events, continuous learning and professional development training throughout the year.

Our membership comprises of several categories:



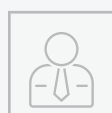
Patron* - Appointed by the President or the Council, are persons (up to six) who support the vision and initiatives of the Institute. In turn, the Institute wishes to recognise such persons and acknowledge their role as benefactors who provide support of time, sponsorship, initiative or efforts.



Honorary Life, Hon. MSHRI - To be bestowed on an honorary basis on the person who has rendered distinguished service to the Institute and/or the community.



Fellow, FSHRI - To be conferred upon a Professional Member who has achieved eminence in the practice of human resource management and/or development or has distinguished himself/herself by contributing to the body of knowledge relating to human resource management and/or development.



Professional, MSHRI - A person may qualify for Professional Membership if he has at least three years’ approved experience in human resource management and/or development as prescribed by the Council and has passed the Institute’s prescribed examinations, provided that the Council, on receiving an application in writing, exempts a person from the examinations either in whole or in part if he convinces the Council that he has the knowledge, experience, application and attitudes in human resource management and/or development comparable to the level of the Institute’s prescribed examinations.



Associate - Any person who in the ordinary course of his business, profession, vocation, employment or post-graduate studies is concerned with or involved in human resource management and/or development in an executive, academic or advisory capacity acceptable to the Council shall be eligible for Associate Membership.



Affiliate* - Any person who is a member of any organization which is affiliated to the Institute or accredited by the Institute and who is not in arrears of membership subscription fee in respect of such organization shall be eligible for Affiliate membership.



Student Associate - Any person who is undergoing (either on a full-time or part-time basis) an undergraduate course of study (defined as studying at or below bachelor degree level) in human resource management and/or development at SHRI.



Social* - Any person who is above 21 years of age, and is a member of the Singapore Professional's and Executives' Co-operative (SPEC) Ltd or who is employee of the Institute's Corporate Friends/Supports, is eligible to apply to become a Social member. The Social Member is entitled to use the Institute's recreational facilities, upon such terms and conditions as the Institute may, from time to time, prescribe.

**Indicating that there are currently no active members in these tiers*



Ongoing initiatives:

In Case You Missed It (ICYMI) Series

SHRI is excited to announce a new series in 2023, the In Case You Missed It (ICYMI) Series, where attendees can watch replays of previous webinars on various human resources topics. This is a fantastic opportunity for those who may have missed the original webinars to catch up on the valuable insights shared by leading experts in the field.

VIP Events

SHRI held our inaugural Session of Our VIP Event Series in 2023. VIP stands for Values, Insights and Purpose. Led by our esteemed council members, this event promises to serve as a cornerstone of thought leadership within the HR industry. Attendees can anticipate enlightening discussions and valuable insights shared by prominent business and thought leaders.

Members Come & Meet!

SHRI Membership introduces a new event, the Members Come & Meet! This event is designed exclusively for new members of SHRI and is the perfect opportunity to meet other fellow HR professionals, expand networks, and discover all the exciting benefits and opportunities that come with the SHRI Membership.

The interactive gathering will feature a range of engaging activities, including networking sessions, icebreakers to help SHRI Members make meaningful connections with other members. Additionally, there will be opportunity to engage with leaders and gain deeper insights into the organization's Mission, Vision, and Values.

New initiatives:

HR Lounge

HR Lounge is a collaborative online event designed exclusively for HR professionals seeking to enhance their skills and tools to excel in their roles. This dynamic virtual gathering provides a unique opportunity for HR personnel to engage with industry experts, share best practices, and acquire invaluable insights to navigate the evolving landscape of human resources management.

Some Significant initiatives:



SHRI Regional HR Outlook 2024

SHRI's Outlook has been an annual signature event and this year we have made it into a regional event, the Regional HR Outlook (RHRO) 2024. RHRO 2024 will unite Asia's leading HR thinkers, business innovators, and AI pioneers – shaping the future of workforce readiness together.



ISACA Singapore Chapter x SHRI: Members Networking Evening

SHRI and ISACA Singapore Chapter conducted an enlightening and collaborative members-only event that brought together the worlds of HR and Cybersecurity. The 2-hour session provided an opportunity for HR professionals to delve into the essentials of mentoring and coaching, while also gaining insights into crucial cyber hygiene practices for HR. The event was followed by a networking session that encouraged the exchange of knowledge and experiences.

#infoHR: Driving Organisational Change with our Brains at Work with Dr David Rock

This event is a collaboration between SHRI and NeuroLeadership Institute (NLI) where Dr David Rock shared different ways of thinking about culture change based on how the brain works, where change can happen much faster, more widely and even cheaper than conventional methods, in a 1-hour session.

He also shared insights about the concept of 'growth mindset', an idea NLI has been studying and sharing for over a decade, along with case studies including work with Microsoft, HP and Boeing. This event is a unique opportunity to discover insights from science to help your organisation succeed, with one of the global thought leaders in organisational change!

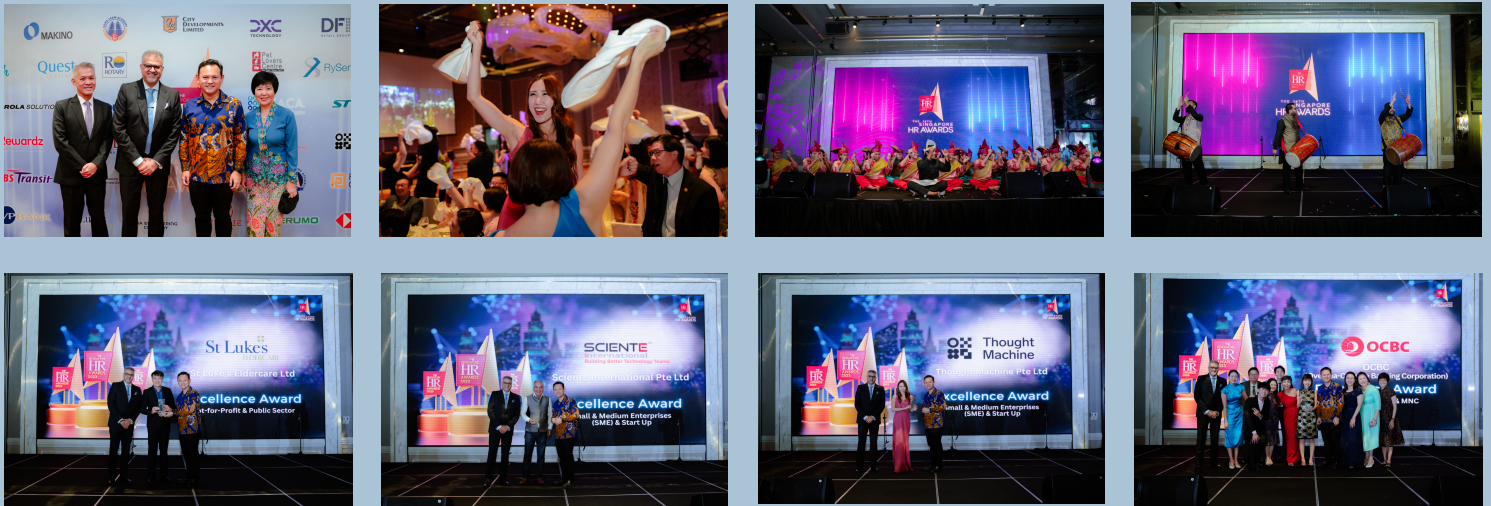


SHRI 16th HR Awards 2023

In its 16th iteration, the SHRI HR Awards aims to uphold Singapore's longstanding tradition of leading the charge in HR practices, pushing towards a future of innovation and building a resilient workforce. These awards serve as a regional benchmark for advancing HR practices, and recognize companies that have achieved Gold, Silver, or Bronze standards, setting the standard for industry best practices.

Recognizing companies for their critical role in contributing to Singapore's transformation and the importance of developing our most valuable asset, human capital, remains fundamental to SHRI as a leading HR membership body. At the much-anticipated Presentation Ceremony, the HR community will gather to celebrate achievements and give due recognition to efforts that make a difference in HR practices.

As we witness the positive transformation of our local HR industry, SHRI is proud to champion a progressive agenda. We invite you to join us as we celebrate this growth together!



Regional HR Outlook 2023

In the vibrant crossroads of technology and human potential, the Regional HR Outlook 2024 presents a watershed moment for Asia's forward-thinking leaders. Here, the boundaries between Business, HR, and AI blur, giving birth to a landscape where innovation is not just technological but inherently human.

This is more than an outlook. It's a clarion call for those passionate about reimagining the future. Together, let's craft an Asia that's not just ready for what's next, but one that's setting the global benchmark.

Exclusive Membership Workshop and Events



SHRI's Networking Event



SHRI's Members Onboarding Event



SHRI's Values, Insights, Purpose (VIP) Event

Members Come & Meet!



Other Event Series

VIP Event: Human Capital Strategy & Innovation with Dr Fermin Diez

This event aims to provide an interesting case study of human capital strategy and innovation. Its human resource strategies have been continuously revised and adjusted in conjunction with other national strategic economic policies. Our HR leaders will share their thought-provoking case studies and human resource development (HRD) practices, on the strategic and macro-level policy perspectives.

A sharing by Dr. Fermin Diez, Senior Consultant at the National Council of Social Science and SHRI Council Member, as he delves into insightful discussions on the four aforementioned topics.



HR Dialogue: Budget 2023 Discussion

This webinar, touches on upskilling and reskilling initiatives to support for SMEs, and efforts to encourage innovation and digital transformation, there's plenty to explore! These measures are critical for Singapore's future competitiveness, and it's important for HR professionals to understand their impact.



HR Lounge: Supercharge Employee Experience with ChatGPT and Generative AI

A collaborative webinar with 5Mins.ai's founder, Saurav Chopra, touches on revolutionising of roles in organisations and how this topic can benefit HR and Talent leaders through 7 high-impact use cases and the best AI tools suitable for HR professionals.

Participants learn how generative AI can save HR leaders significant time, resources, and effort, leading to increased productivity, employee satisfaction, and overall organizational success.



SHRI EVENTS 2023

10 Mar



HR Dialogue: Budget 2023 Discussion

24 Mar



SHRI 57th AGM and Election of Council Members 2023 - 2025

13 Apr



Members Come & Meet!

17 Apr



ICYMI Series: HR Dialogue Budget 2023 Discussion

27 Apr



HR Lounge: Supercharge Employee Experience with ChatGPT and Generative AI

08 May



ICYMI Series: COMPASS Framework with DLA Piper

05 Jun



ICYMI Series: Strengthen Support for Sustained & Continuous Employment-PMES

14 Jun



#infoHR: Driving Organisational Change with our Brains at Work with Dr David Rock

03 Jul



ICYMI Series: Learning & Developing Strategies for Workplace Success

13 Jul



Kopi X-change with Marsh Mercer

20 Jul



HR Dialogue: Adapting to the Era of Workplace Fairness

07 Aug



ICYMI Series: Holistic Compensation

30 Aug



Members Come & Meet!

04 Sept



ICYMI Series: Reimagining The People-Centric Approach

19 Sept



VIP Event: Human Capital Strategy & Innovation with Dr Fermin Diez

09 Oct



ICYMI Series: Diversity, Equity & Inclusion

25 Oct



The 16th Singapore HR Awards

09 Nov



ISACA Singapore Chapter x SHRI: Members Networking Evening

28 Nov



Regional HR Outlook

SHRI ACADEMY

Achievements

- (a) Approval for “Master of Science in Human Resources (Top-Up) (e-Learning)” Programme by Committee for Private Education (CPE) on GoBusiness Licensing on 17 August 2023.
- (b) Approval for “Solution-Focused Leader Coach MasterClass” Short Course by SSG via TPGateway on 12 September 2023 with up to 70% SSG Training Grant. Validity: Until 11 September 2025.
- (c) Successful launch of “Master of Science in Human Resources (Top-Up) (e-Learning)” Programme, 1st Intake on 12 October 2023.
- (d) Union Training Assistance Programme (UTAP Funding) extended 2-year for SHRI Academy’s selected Programmes and Short Courses. Validity: Until 31 March 2025
- (e) Successfully identified and signed the Agreement with Learning Management System (LMS) vendor, DL Ideals Pte Ltd on 14 September 2023 with 50% Enterprise Development Grant (EDG).
- (f) SHRI Academy saw 218 students fulfil their academic aspirations in 2023. We conferred 167 Foundation Certificates, Certificates, Diplomas and Postgraduate Diplomas for our proprietary programmes with 29 Medallists. Our partner university, Edinburgh Napier University conferred 51 coveted Bachelor’s (Top-Up) and Master’s (Top-Up) degrees with 21 Distinctions and three University Class Medals.

New Initiatives in 2023

- (a) We are excited to announce on the launched of new Green Initiative on 27 March 2023 as part of our commitment to sustainability and environmental protection. Our Green Initiative aims to reduce our carbon footprint, energy consumption, waste generation and paper usage. One of the fundamental changes we are implementing is to stop printing notes for students and switch to digital materials instead.
- (b) Successful launch of SHRI Academy 1st Lecturer Engagement Event on 28 July 2023. Attended by Director, Learning and Development, Academic and Examination Board Member, Board of Director, Council Members and Adjunct Lecturers.





SHRI ACADEMY

Ongoing Activities

- (a) Preparation of EduTrust Interim Assessment Audit in 1st Quarter of 2024.
- (b) Preparation of EduTrust Licence Renewal Audit. (Expiring on 11 October 2025).
- (c) Collaborate with local tertiary students on Integration of Robotic Process Automated System (RPA) to automate and digitalize administration processes for an identified area for streamlining the processes.
- (d) Work closely with the current Student Management System vendor to migrate data over to new Training Management System.
- (e) Sourcing for New University Partner(s).
- (f) Curriculum Review of Academic Programmes and Short Courses for relevancy in promoting skills recognition and addressing economy's jobs-skills challenges.
- (g) Continual engagement and development of our lecturers/trainers and students/trainees.
- (h) Support for staff's continual upskilling training/education to equip them with strong product knowledge, enabling them to speak and write confidently and professionally.
- (i) Explore new social media platforms in 2024 to reach out to more prospective students/trainees.

Plans For 2024

- (a) Enhanced Registration Framework (ERF) Audit will be held on 3 January 2024.
- (b) EduTrust Interim Assessment Audit will be held in 1st Quarter of 2024.
- (c) To launch the new Training Management System (TMS) by June 2024.
- (d) Collaborate with partners to provide a supportive environment where individuals can join our courses and be skilled with industry knowledge to contribute back to our society.
- (e) Invest in staff training in innovative/automation systems/Artificial Intelligence (AI) to improve staff productivity rate. Other benefits include smart decision-making, improved customer experience, minimizing human errors, etc.



SHRI CORPORATION

Empowering Human Capital

SHRI Corporation Pte Ltd (SHRICorp) is the training and consultancy branch of SHRI which empowers organisations and individuals by enabling knowledge acquisition and skills development. With a strong business focus and HR foundation, we provide practice-oriented corporate education and HR consulting and advisory services to raise human capital capabilities. Collaborating with a global network of consultants, practitioners and trainers, SHRICorp effectively blends training and consulting services to deliver complete, integrated and holistic solutions to meet corporate and people development needs.

Specialised HR Workshops

SHRICorp offers a variety of Specialised HR training programmes across the full spectrum of HR functions and in-demand HR skills to help organisations develop their human capital capabilities through acquiring practical knowledge and skills development. Our training workshops are facilitated by HR practitioners/professionals with expert domain knowledge and vast industry experience. We foster sharing of industry best practices, continuous learning and improvement to ensure high standards of skills and competencies for individuals to seek employment and remain employable in the increasingly competitive economy. Most of our training programmes are applicable for funding under the Skills Development Fund (SDF), SkillsFuture Credit (SFC) and Union Training Assistance Programme (UTAP).

Customised Corporate Training

SHRICorp collaborates with an esteemed panel of highly-experienced HR practitioners who possess expert domain knowledge and vast industry practical experiences (both local and regional) to design and contextualise programmes; and to facilitate experiential training that meets any organisation's specific learning and development objectives. We aim to assist our clients to meaningfully bridge training to bottom-line results by working closely with HR professionals, facilitators and business heads to evaluate ROI in training. We take pride in the growth and development of our clients and specialise in providing practice-oriented training to help them achieve strategic and competitive advantages so as to excel in the increasingly challenging and knowledge-driven business world.

HR Consultancy & Advisory Services

SHRICorp aims to help organisations achieve their strategic objectives by improving their human capital function and overall organisational efficiency. We partner closely with organisations to discover their human capital needs and assist them in developing human capital excellence through implementing various industry best practices. With systematic HR policies and procedures in place, organisations can enjoy higher retention and attraction rates, as well as a highly effective and motivated workforce.

Our HR Consulting & Advisory team is made up of a passionate group of consultants who are professional HR practitioners with deep expertise and vast industry-wide practical experiences. We provide advisory services across a wide range of HR areas on a project or retainer basis, including:

- Employee Handbook/ Employment Contract
- HR Policies & Procedures Compliance Review
- Employment Standards Compliance Audit
- Strategic Workforce Planning/ Resource Management
- Compensation & Benefits/ Rewards & Recognition Management
- Performance Management/ Employee Coaching
- Employee Engagement & Communication
- Employee Satisfaction Survey/ Organisational Climate Survey
- Organisational Development/ Change Management
- Learning & Development Strategy and Implementation
- Leadership Coaching/ Leadership Development
- Talent Management & Succession Planning/ Career Coaching & Development
- Industrial Relations Management/ Employee Grievance Handling

HR Compliance Audit

SHRICorp aims to help organisations manage and reduce their human capital risks by auditing their organisational policies, practices and processes to ensure compliance with employment regulations and aligning it to good practices in people management.

SHRICorp continues to be appointed by the Ministry of Manpower (MOM) as an approved audit organisation for the Employment Standards Compliance Audit (ESCA). Since 2015, our team of ESCA auditors have successfully helped many organisations ensure compliance by reviewing and aligning their employment practices to the Employment Act.

SHRI Corporation Classes in 2023

MASTER CLASS ON BUILDING A CULTURE OF VERSATILE RESILIENCE SHRI CORP

24 OCTOBER 2023

Equip yourself with the wisdom and tactics to navigate unpredictable challenges and lead the next wave of organisational resilience

[LINK IN CAPTION FOR MORE DETAILS](#)

MASTER CLASS ON HR REDESIGN SHRI CORP

14 SEPTEMBER 2023

Navigate HR's evolving landscapes with insights into new soft skills and tech capability!

Thursday, 10 AM to 4 PM @ SHRI Premises

Price from **\$176** per person

[Get Started](#)

TRAINER: **ANGELINE LIAN**

MASTER CLASS ON HR REDESIGN SHRI CORP

14 SEPTEMBER 2023

Navigate HR's evolving landscapes with insights into new soft skills and tech capability!

[LINK IN CAPTION FOR MORE DETAILS](#)

MASTER CLASS ON EMPLOYER BRANDING SHRI CORP

WED, 5 JULY 2023

Master essential employer branding concepts at the session:

- Employee Value Proposition (EVP)
- Candidate Experience
- Employer Differentiation
- Employer Brand Perception
- Talent Attraction and Retention

Wed, 5 July 2023
2:50 PM - 5:00 PM @ SHRI Premises

[Get Started](#)

TRAINER: **CATHERINE CHAI**

MASTER CLASS ON IMPROVE STAFF RETENTION IN SME SHRI CORP

16 AUGUST 2023

Discover what motivates employees to stay, particularly in the context of SMEs!

Wednesday, 10 AM to 12:30 PM @ SHRI Premises

Price from **\$89** per person

[Get Started](#)

TRAINER: **CASSANDRA MADIRA LEE**

Last Call!

#infoHR Series

Driving Organisational Change with our Brains at Work

A unique opportunity to discover insights from science to help your organisation succeed, with one of the global thought leaders in organisational change.

14 June 2023
2:00 PM (UTC+8)

\$30+ for Public

Dr David Rock

In Collaboration with **NeuroLeadership Institute**
Supported by **UKE21**

MASTER CLASS ON WORKPLACE MENTAL WELLBEING SHRI CORP

Empower Your Team & Learn from Our Master Class for HR Practitioners!

Wednesday 14 July 2023
10:00 AM - 12:00 PM @ SHRI Premises

Price from **\$88** per person

[Get Started](#)

TRAINER: **SABRINA OOI**

