HR Learning Forum

“Why Motivation Matters at Workplace”

02 Oct 2026

HR Key/Critical Roles and Responsibilities

Strategic partner in building organizational effectiveness, culture, talent and compliance.



Why HR Matters

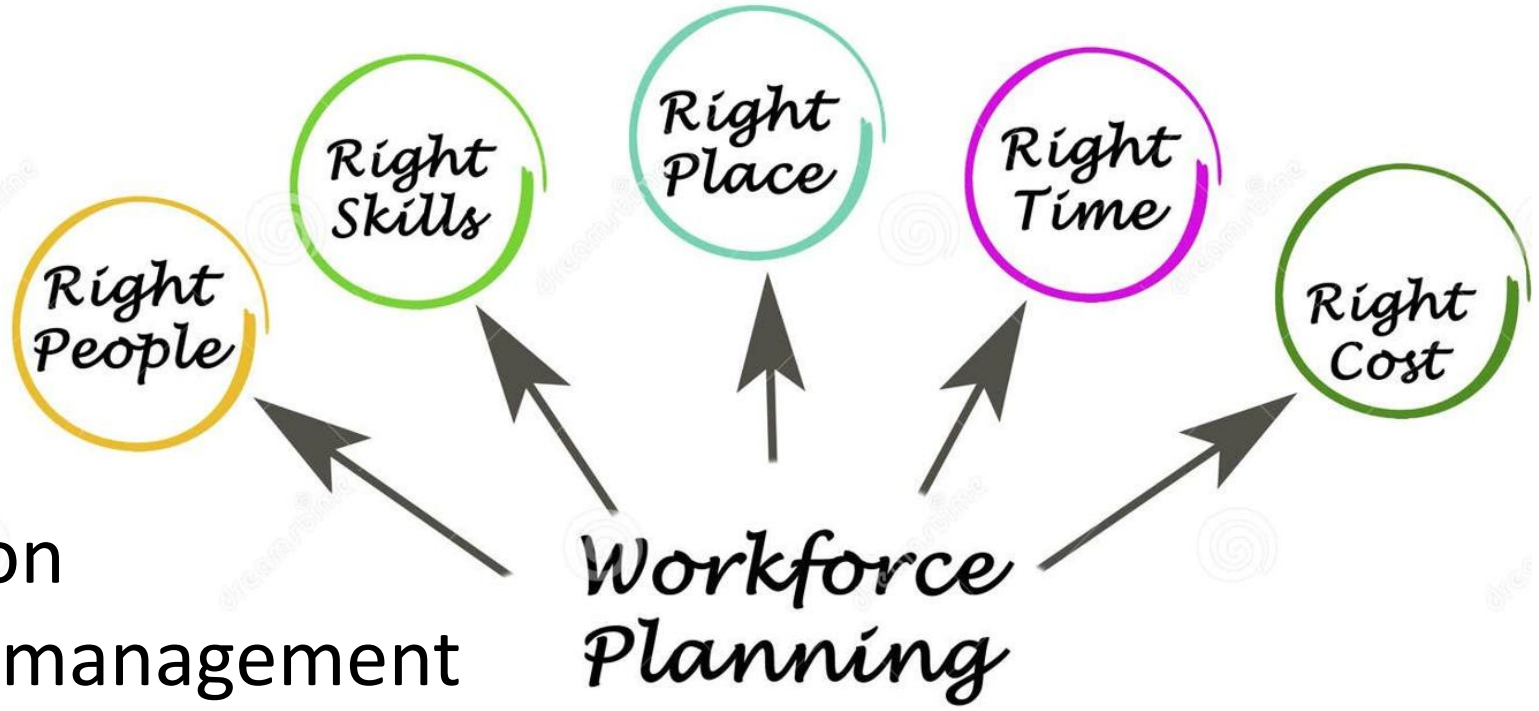
Align people strategy with business goals

- Ensure legal compliance
- Attract and retain talent
- Build culture and engagement
- Drive organizational change



1. Workforce Planning & Organization Design

- Manpower planning
- Structure reviews
- Succession planning
- Critical role identification
- Budget and headcount management



2. Talent Acquisition

- Recruitment and selection
- Employer branding
- Candidate experience
- Onboarding and probation management
- Talent pipeline development



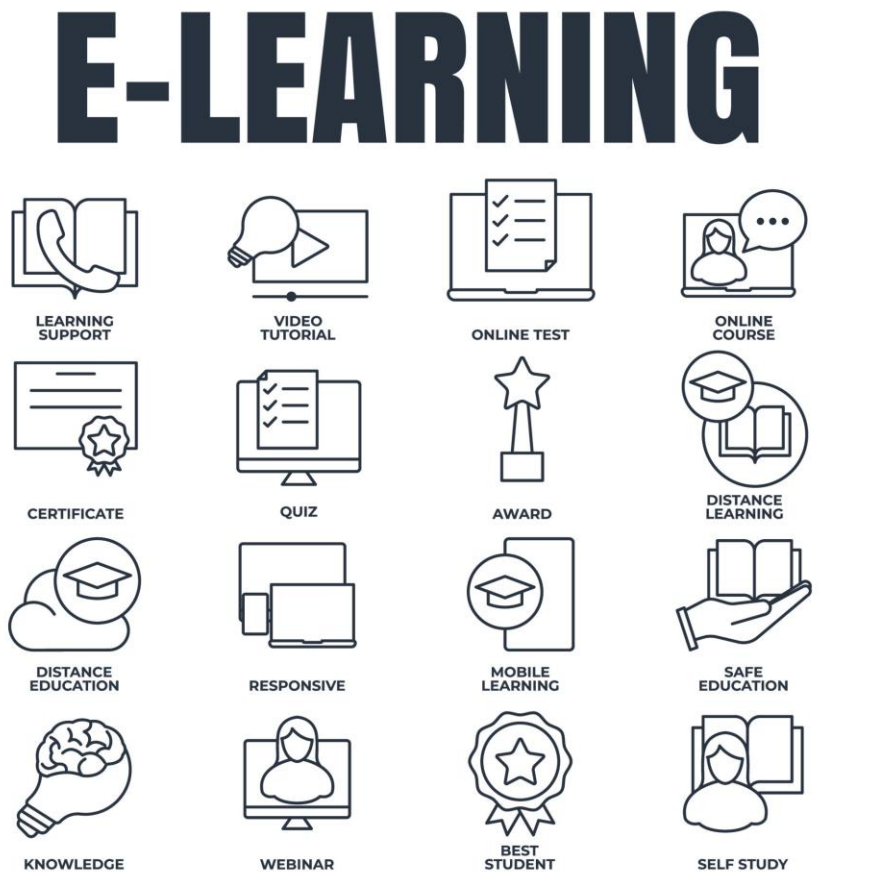
3. Performance & Talent Management



- Goal setting and IAPs
- Performance reviews
- Coaching and feedback
- High-potential talent management
- Career development planning

4. Learning & Development

- Competency development
- Leadership programs
- Technical and soft skills training
- Learning culture
- Monitoring learning impact





5. Employee Relations & Well-being

- Employee engagement
- Conflict resolution
- Staff well-being initiatives
- Diversity, equity and inclusion
- Internal communication





6. Compensation, Benefits & Payroll



- Salary structure and reviews
- Benefits administration
- Payroll management
- Reward and recognition
- HR analytics



7. HR Compliance & Risk Management





What is the role of HR COMPLIANCE ?

- Labor law compliance
- Policies and procedures
- Employee records
- Safeguarding and ethics
- Audit readiness

HR Success Measures

Results Indicator	Global Target	Rating References	Definition
Talent Acquisition (Average Number of Days to Hire)	60 days	• Red: 101 days and above • Amber: 51-100 days • Green: 50 days and below	Recruitment Time-to-Fill
Turnover Rate (Regretted/Voluntary Turnover)	10%	• Red: 16% and above • Amber: 11%-15% • Green: Below 10%	Turnover % classified as regretted
Employee Engagement	80%	• Green: 80% and above • Amber: 70%-79% • Red: Below 70%	% of employees reporting positive engagement in the staff survey
Learning Participation	90%	• Green: 90% and above • Amber: 75%-89% • Red: Below 75%	% of employees participating in at least one learning activity during the year
Performance Completion Rate	95%	• Green: 95% and above • Amber: 80%-94% • Red: Below 80%	% of employees with objectives set and performance reviews finalized
Well-being Through Timely Holiday Utilization	95%	• Green: 95% and above • Amber: 80%-94% • Red: Below 80%	% of annual leave days utilized year-to-date against entitlement
Compliance Indicators	100%	• Green: 100% • Amber: 90%-99% • Red: Below 90%	Completion of mandatory compliance requirements (HR policies vs Labor Law, safeguarding, code of conduct, statutory records, etc.)

Key Message/ Take away

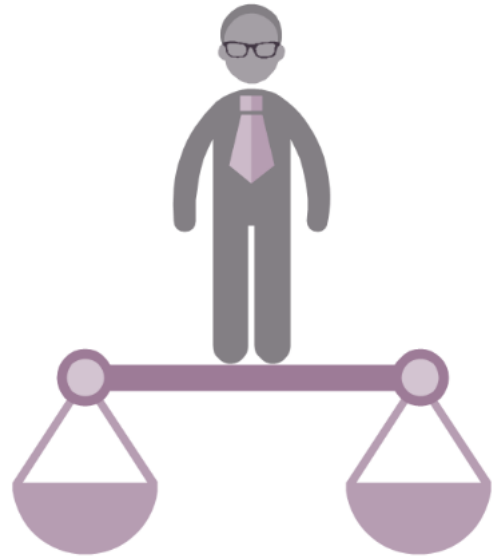


HR is not only an administrative function. It is a **strategic partner** that enables people, performance, culture, and organizational success.

Great organizations succeed when their people succeed.









THANK YOU VERY MUCH!