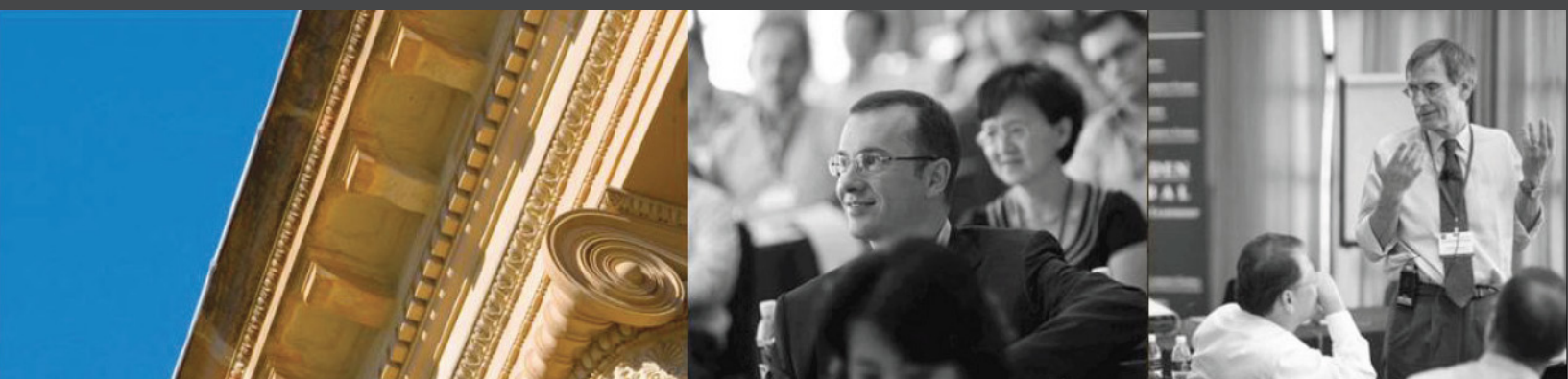


Retaining Employees in a Culture of High Turnover in Singapore



Faculty Leaders



Tom Harbottle

- Faculty Director, Clariden Executive Programs
- Advised and coached senior clients on HR management and best practices across Asia and Australia including Dolby, Nokia, Rabobank, Standard Chartered, Total, H&M, Walt Disney, Global Blue, IDA, Ministry of Manpower, Lubrizol, Panasonic

Tom Harbottle is a leading authority on HR Management and Best Practices. With over 20 years of experience in teaching and research activities in leadership across Asia and Australia, Tom has coached and advised regional clients on HR management, middle and senior-level executive leadership, change management and organizational renewal. His executive programs are one of the most highly-rated at Clariden where he has won highly positive testimonials and feedback from past participants.



Edmond Ang

- Leading authority on HR management practices and rewards management with over 20 years of international experience
- Previously held senior HR positions in global MNCs including Motorola and Philips Electronics
- Faculty Director at SIM University on Compensation and HR Management for 8 years

Edmond Ang is a senior practitioner in Rewards Management with more than 20 years of international experience. Having held senior positions with MNCs in Motorola and Philips Electronics, he has designed and implemented compensation and rewards systems for many global companies worldwide including Tiger Airways, STATS ChipPAC, NOL, Philips and Motorola. Edmond also teaches in SIM University for over 8 years on Compensation & Benefits for middle and senior-level HR professionals.

Retaining Employees in a Culture of High Turnover in Singapore

FACULTY LEADERS



Tom Harbottle

- Faculty Director, Clariden Executive Programs
- Tom Harbottle's leadership programs are ones of the most highly-rated at Clariden and he has won multiple highly positive reviews from past participants

Tom Harbottle has a **wealth of practical, commercial and industrial experience in staff engagement and HR management**, having worked in management roles for blue chip organizations such as Procter and Gamble, Cussons-Preservene, and Cadbury-Schweppes-Cottees. He has **close to 20 years of experience in teaching and research activities in leadership across Asia and Australia.**

Tom has worked successfully with several clients in Asia-Pacific, including **designing a major management program for BP Australia.** He was also formerly responsible for overall **strategy, development and implementation of all management training within Australia, New Zealand and the Pacific Rim at Cadbury-Schweppes.** Some of Tom's other clients include organizations such as **ANZ, Austrade, Bang & Olufsen, Campbell Soup, Fisher & Paykel, Ford, H.J. Heinz, Knight Frank, Orix, Payless ShoeSource, The Promotions Factory** and many other major corporations.

Tom has led multiple executive programs previously including **HR Performance Management & Improvement, Organizational Change, Behavioural Change and Effective Leadership for Middle and Senior Managers**

His leadership programs are one of the most highly-rated at Clariden and as an experienced lecturer, he has won multiple highly positive reviews from past participants.



Edmond Ang

- Faculty Director, Clariden Executive Programs
- Highly experienced authority on compensation and benefits with over 20 years of international experience
- Runs the most highly-rated programs at Clariden, winning multiple highly positive reviews from past participants

Edmond Ang is a senior practitioner in Rewards Management with **more than 20 years of international experience.** He has held senior positions with renowned Multi-National Companies like **Motorola and Philips Electronics in global and regional Rewards Management roles.** He has also taught in SIM for over 8 years on Compensation & Benefits for HR executives across Asia.

Edmond has designed and deployed numerous reward programs for MNCs in Asia as well as in the United States. These programs include merit pay plans, sales incentive schemes, performance management systems, developing competency standards, variable pay plans, retention schemes, technical ladder structures and global assignment programs. As a highly experienced authority on compensation and benefits, Edmond has designed and implemented compensation programs for many Asia and global companies including **Tiger Airways, STATS ChipPAC, Neptune Orient Lines, Philips and Motorola.** Edmond is a graduate of Rutgers University with a Masters in Human Resource Management.

Program Details

EXECUTIVE SUMMARY

Program:	Retaining Employees in a Culture of High Turnover in Singapore	Early Bird 1 (Register & pay by 30 Apr 2013):	S\$2,595
Dates:	20 - 21 June 2013 (2 days)	Early Bird 2 (Register & pay by 28 May 2013):	S\$2,795
Location:	Shangri-La, Singapore	Regular Tuition Fee:	S\$2,895

For limited time only by 28 May 2013, register 3 participants and the 4th participant will receive a complimentary seat (Group discount of 10% for 2nd participants from the same organization).
Note: GST is applicable only to participants from Singapore registered companies.

Program Essence: This comprehensive executive program *Retaining Employees in a Culture of High Turnover in Singapore* is designed for middle and senior-level HR Leaders to provide you with a comprehensive strategy to keep your staff turnover low within your organization. In this intensive two-day executive program, you will learn up to date models, strategies and implementation plans to **fully engage your staff and create a culture of excellence within your organization**. You will discover **breakthrough** practices adopted by both local and global companies that have been successful in maintaining a low staff turnover practice. Participants will also gain a series of knowledge on **effective rewards management, compensation strategies, best company practices and follow-up action plans to manage your staff turnover within Singapore**. Throughout the program, you will be challenged to experiment with new approaches in applied learning sessions, receive constructive feedback and insights from faculty and fellow participants, and leave with specific action steps for resolving current and future challenges.

This program will be led by two outstanding faculty directors with extensive experiences in global HR management, who have immaculate track records presenting jargon-free seminars in an engaging and energetic way – while presenting strategic and practical advice.

PROGRAM OVERVIEW

Singapore has one of the highest staff turnover rates within Asia. According to a report released by Michael Page, almost half of the employees surveyed believe it is highly likely they will change jobs within the next six months.

There are real costs to losing valued employees. These costs include not just the cost of selection and induction of a replacement but also the loss of expertise, knowledge, productivity and the potential negative influence on team members. Most employees who leave organizations do not leave just for more money or for the promotion that they desire. The reasons are more complex. They leave because of “disengagement”, that is, a feeling of disillusionment with a person, a manager, the environment or a connection to the direction of the organization. This is why companies who actively consider and engage their key staff become the success stories of the 21st century.

This comprehensive executive program *Retaining Employees in a Culture of High Turnover in Singapore* is designed for middle and senior-level HR Leaders to provide you with a comprehensive strategy to keep your staff turnover low within your organization. Led by two outstanding faculty directors who have immaculate track records and extensive experiences in global HR management, you will learn up to date models, strategies and implementation plans to **fully engage your staff and create a culture of excellence within your organization**. You will discover **breakthrough** practices adopted by both local and global companies that have been successful in maintaining a low staff turnover practice. Participants will also gain a series of knowledge on **effective rewards management, compensation strategies and action plans for maintaining a low staff turnover in Singapore**. Throughout the program, you will be challenged to experiment with new approaches in applied learning sessions where you will receive constructive feedback and insights from faculty and fellow participants, and leave with specific action steps for resolving current and future challenges.

Program Outline & Agenda

WHO WILL BENEFIT MOST

This highly interactive program is designed for C-suite Executives as well as Executives, Managers, Directors and Heads of Departments in, but not limited to, Human Resource, Talent Management, Employee Engagement, Succession Planning, Manpower Planning, Organizational Development, Workplace Relations & Compliance, Employee Relations, Talent & Recruitment, Remuneration, Compensation & Benefits, People Development as well as Managers or those expecting to have staffing responsibility.

LEARNING OBJECTIVES

Through this executive program, participants will pick up skills in:

- Developing effective **coaching and mentoring skills** to let employees feel they are growing within their organization
- Introducing and managing **cultural change to create a culture of excellence**, one that inspires and motivates employees to continue with their current organization
- Using **benefits and emotional rewards** to win employees
- Implementing **cost effective total rewards and compensation plans** to achieve internal and external equity
- Learning **breakthrough practices** used by both local and global firms in increasing retention rates
- Implementing comprehensive **staff engagement plans**

PROGRAM OUTLINE

DAY ONE

Staff Engagement Best Practices

This session looks at the structure that needs to be in place to fully engage staff at all levels within the organization. It will allow participants to benchmark what they do against the 13 components of best organizational practice.

The key topics include:

- Understanding the key components of getting the best from staff
- Understanding emotional intelligence
- Leadership Styles

Creating Motivational Factors and Influencers

Motivation of people at work today is not just the simplistic “fear and greed” approach of yesteryear – motivation of people today is dynamic and is influenced by other factors.

This session looks at 12 of the key motivational factors for employees and the positive or negative influences brought to bear on those factors.

The knowledge gained in this session includes:

- The elements of personal change – why people say “yes”
- Motivational factors
- Motivational influencers
- Future aspirations

The Role of the Manager and the Leader

If a key employee leaves an organization prematurely – the first question the manager should ask is, “Could I be part of the problem?” The impact of the behaviors of the senior managers and leaders of the company usually has more to do with why people leave than the salary component.

This session examines the key topics of company values and behaviors – the way the company and managers conduct their business.

The skills learned in this session include:

- The leader and manager as a role model
- Giving and receiving performance feedback
- Managing difficult or upset staff

Program Outline & Agenda

PROGRAM OUTLINE

Introducing and Managing Cultural Change

Many organizations enter into a negative spiral which affects morale of employees creating a culture of high turnover and low retention. This session examines how to manage and introduce change in the culture to reverse the negative spiral seen in most high turnover companies.

The key topics include:

- Establishing the culture – values and behaviors
- Introducing and managing cultural change
- Creating a culture of excellence

Coaching, Developing and Mentoring

It is important to the best employees today that they feel that they are “growing” in the job and that the company cares about them personally. Learning and developing through one on one coaching and mentoring (rather than the more passive group training) gives a sense of obligation to the employee.

The skills learned in this session include:

- The process of learning
- Coaching one on one
- Mentoring – the process, the strengths and the drawbacks

DAY TWO

Winning the Hearts of Employees: Benefits, Emotional Rewards

- Benefits and a brief history
- Why is this still a relevant reward to offer employees?
- Wellness and medical benefits
- Benchmarking benefits and its valuation
- Why emotional rewards?
- Breakthrough practices
- Communications regarding Summary Of Total Rewards received by employees
- Discussion with class on their experience and issues concerning benefits & emotional rewards

Achieving External & Internal Equity

- Sizing or leveling of jobs
- Market benchmarking and the statistical measures
- Salary structure and the mechanics of its design
- Mechanics of a sound salary structure to balance internal and external equity
- Practice on developing a salary structure
- A model for applying a sound salary structure – salary merit matrix and criteria for moving salary structure (i.e. mid-points, spread & progression)
- **Case Studies: Philips Electronics external equity dilemma** and more

“Comprehensive and pitched at a level that is appropriate. The coverage went from the big picture perspective to the details in terms of business processes and strategies. Tom is definitely one of the best trainers I’ve met.”
– Manager, SKS Wood (2012 Clariden past participant)

“Very engaging trainer who has an excellent and in depth knowledge of the subject matter. Edmond was able to translate theory into easy to understand practical application.”
– Head of Compensation & Benefits, AEA International Holdings Pte Ltd (2012 Clariden past participant)

REGISTRATION PAGE

Booking Contact (Approving Manager) Mr/Mrs/Ms: _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____
Organisation: _____
Address: _____
Postal Code: _____
 I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

Please Register the following participant(s) for this Program:

1st Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____
2nd Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____
3rd Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____
4th Participant Name (Mr/Mrs/Ms): _____
Job Title: _____ Department: _____
Telephone: _____ Fax: _____
Email: _____ Date of Birth: _____

PROGRAM FEES

- 1ST EARLY BIRD FEE: S\$2,595**
(Registration and payment must be received by 30 April 2013)
- 2ND EARLY BIRD FEE: S\$2,795**
(Registration and payment must be received by 28 May 2013)
- REGULAR FEE: S\$2,895**
- GROUP DISCOUNT:** For 2 registrations from the same company and billing source, the 2nd participant enjoys a 10% discount.

For registrations of 3 from the same company and billing source, the 4th participant receives a complimentary seat. One discount scheme applies per company.

Note: GST is applicable only to participants from Singapore registered companies.

Important Notice: Payments are required with registration and must be received prior to the Course to guarantee your place.

PAYMENT METHODS

BY CHEQUE / BANK DRAFT :

Made payable to Clariden Global Pte Ltd and mail to: 3 International Business Park, #04-31, Nordic European Centre, Singapore 609927.

BY TELEGRAPHIC TRANSFER TO:

Bank Name: **DBS BANK**
Bank Branch Code: **027**
Bank Address: **6 Shenton Way, DBS Building, Singapore 068809**
Bank Account No: **027-903583-8**
Bank Account name: **Clariden Global Pte Ltd**
Bank SWIFT Code: **DBSSSGSG**

Please note that all bank charges are to be borne by participants. Please ensure Clariden Global receives the full invoiced amount.

Note: Please include invoice number on all payment types and your company's name in your payment instructions for our reference.

CREDIT CARD:

To make payment by credit card, please call our client services hotline at +65 6899 5030.

4 WAYS TO REGISTER



Email: admissions@claridenglobal.com



Fax: +65 6567 4328



Call: +65 6899 5030



Website: www.claridenglobal.com

DATE AND LOCATION

This executive program will be held at:

Shangri-La Hotel, Singapore

20 – 21 June 2013

22 Orange Grove Road, Singapore 258350

Tel : +65 6737 3644

Fax : +65 6737 3257

Website : <http://www.shangri-la.com/en/property/singapore/shangrila>

The fee for this two-day executive program includes all written materials, lunch and refreshments.

HOW TO REGISTER AND PAY

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment can be made by credit card, by bank transfer or by cheque made payable to "Clariden Global Pte Ltd.

ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

ACCOMMODATION

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

SPONSORSHIP

INTERESTED IN PROMOTING YOUR ORGANIZATION TO OUR PARTICIPANTS

For more information on sponsorship, tabletop displays & insert opportunities, please contact us at 6899 5030.

CANCELLATIONS AND SUBSTITUTIONS

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

PLEASE NOTE: Clariden Global Pte Ltd reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, Clariden Global Pte Ltd will refund the full amount and disclaim any further liability.

ENQUIRIES: If you have any queries about registration or payment please do not hesitate to contact our client services department on +65 6899 5030.

PRIVATE DISCLOSURE STATEMENT: Any information provided by you in relation to this event is being collected by Clariden Global Pte Ltd and will be held in the strictest confidence. It will be added to our database for the primary purpose of providing you with information about future events and services.

Visit us at www.claridenglobal.com for upcoming events

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FEE RECEIVED

REFERENCE L3036/HX/JN