

Executive Summary

Singapore Human Resources Institute (SHRI) conducted the HR professional survey 2009/10 to understand the sentiments of HR Professionals and list their preferences of competencies required from the HR professionals to progress through the changing employment landscape.

With both SMEs and global companies experiencing strong volatile labour market, it becomes increasingly competitive for human resources professionals to manage talents in the organisation. Organisations face spectacular challenges because of globalisation of the market places. And this is forcing companies to recognise the role of human resources (*lately being termed as Human Capital*). The need for a change in HRM has resulted from a perception that HRM could be used as a competitive advantage in this pervasive atmosphere of change (Poole & Jenkins, 1996).

In the past, the main roles of HR professionals were just concerned with hiring and firing, compensation, training, security, safety etc. But now organisations are rethinking about the strategic side of HRM because of factors like globalisation, more competition, privatisation, innovation, rise of new industries, technology, profitability by growth, changes (Baker, 1999). And because of the above factors, HR practitioners are, now, expanding the area of their roles. With administrative roles, they also act as administrative expert, employee champion, strategic partner and the change agent (Mello 2002).

HR Professional Survey 2009/10

A summary of the key findings

The survey results show most HR functions appear to have the administrative side pretty well covered. However, the strategic people agenda is not being addressed by HR. The big challenge for HR is to develop advanced skills and capabilities required for this new role – skills and capabilities that many HR functions currently lack.

Online and paper form surveys were conducted by SHRI before the actual study started. The 245 respondents (*HR Professionals*) represented a broad cross-section of organisations (*small, medium and large*), sectors from 18 key industries.

- 64% of the respondents mentioned to be primarily engaged in **administrative activities**.
- 93% respondents strongly feel that HR represents a **body of knowledge and skills**.
- Majority of the respondents noted **communication, active listening and influence** as core HR attributes that junior HR professionals must possess. As compared to **decision making and problem solving** which is noted as the most valued core HR attributes for senior HR professionals.
- 41% of the respondents think they **lack formal HR education** which is the main barrier for them to advance in their career.
- 79% of the respondents do not have a **professional certification / accreditation** in HR (i.e., an official endorsement by an authorised body or agency to practice the profession).
- More than half of the respondents believe **outsourcing** is the emerging area in organisations and the field of HR.