FACTSHEET ON WORKPRO
WITH EFFECT FROM 1 JUL 2016

(A) WHAT IS WORKPRO?

WorkPro was introduced in April 2013 to augment local manpower, foster progressive workplaces and strengthen the Singaporean core of our workforce. WorkPro has been enhanced to further encourage employers to implement age-friendly workplaces to benefit Singaporeans through job redesign and age management practices for older workers[1], and adopting flexible work arrangements for all workers. The enhanced scheme has taken effect from 1 July 2016.

2. Under the enhancements to WorkPro, companies can receive grants of up to $480,000 to support initiatives in the following areas:

   a. Implement age management practices;
   b. Redesign workplaces and processes to create easier, safer and smarter jobs for older workers; and
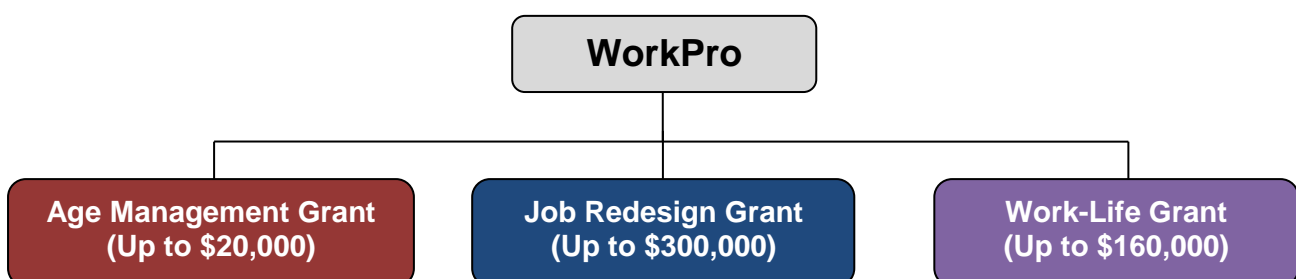   c. Implement flexible work arrangements for all workers

(B) WHO IS ELIGIBLE TO PARTICIPATE IN WORKPRO?

3. All local companies can apply for WorkPro if they are legally registered or incorporated in Singapore. This includes societies and non-profit organisations such as charities and voluntary welfare organisations.

4. Companies that have previously obtained the Age Management Grant or Work-Life Grant would not be eligible for the same grant.

(C) WHAT KIND OF SUPPORT IS AVAILABLE?

5. Companies can tap on the following grants under WorkPro to develop age- and family-friendly workplaces.

WorkPro

| **Age Management Grant (Up to $20,000)** | **Job Redesign Grant (Up to $300,000)** | **Work-Life Grant (Up to $160,000)** |

6. Please refer to **Annex A** for details on each of the grant components.

(D) HOW CAN COMPANIES APPLY FOR WORKPRO?

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[1] Older workers refer to Singapore Citizens (SCs) or Singapore Permanent Residents (SPRs) aged 50 years and above.

7. Companies can approach the WorkPro Programme Partners to apply for WorkPro. This service is provided at no cost to companies. Applications submitted by any third party, such as external consultants, who claim to act on the company's behalf will not be accepted.

Programme Partners	NTUC/e2i	SNEF
Hotline	NTUC ULIVE: 6213 8383 NTUC e2i: 64740606	6290 7694
Email	NTUC ULIVE: workpro@ntuc.org.sg NTUC e2i: followup@e2i.com.sg	workpro@snef.org.sg
Website	www.ntuc.org.sg www.e2i.com.sg	www.snef.org.sg

(E) WHERE TO GET MORE INFORMATION

8. Companies that wish to find out more about WorkPro can contact the Programme Partners.

9. More information can also be found at www.wsg.gov.sg and www.mom.gov.sg/workpro.

AGE MANAGEMENT GRANT (UP TO $20,000 PER COMPANY)

What Is It?

1.   The Age Management Grant helps to raise awareness of age management practices and support companies in acquiring the competencies to implement these practices.

Grant Deliverables

2.   Companies have 12 months to complete the following deliverables to be eligible for the Age Management Grant.

   a. Furnish sail-through policy of continuing to employ employees who are turning 62 years old on the same employment contract and/or a re-employment policy that offers eligible employees re-employment in line with the latest Tripartite Guidelines on Re-employment of Older Employees and the Tripartite Advisory on Re-employment of Older Employees from age 65 to 67

   b. Communicate the sail-through/re-employment policy to all employees

   c. Send at least one supervisory/HR employee to attend the following courses:
      I.   WSQ Fundamentals of Job Redesign;
      II. WSQ Basics of Age Management; and
      III. WSQ Implement Employee Health and Well Being in the Workplace

   d. Sign the TAFEP Fair Employment Practices pledge if the company has yet to do so

   e. Adopt any four categories of age management practices from **Appendix 1**. The four practices must be new to the company

   f. Implement a standardised Health and Wellness Programme, which consists of:
      I. Knowledge of Personal Health – Have at least 50% of older workers, subject to a minimum of five, to complete and submit a Health Practices Survey; and
      II. Behavioral Change for Healthy Living – Send at least 20% of older workers, subject to a minimum of five, to attend at least one "*Holistic Health and Wellness Workshop*" and at least one "*Topical Health and Wellness Workshop*". Older workers who attend the workshops must complete and return the Health Practices Survey to the provider

   g. Submit an impact evaluation report using the template provided

   h. Submit a name list of at least five older workers at point of application and claims

APPENDIX 1: LIST OF AGE MANAGEMENT PRACTICES

3.   As part of the deliverables for the Age Management Grant, companies must adopt any four of the six age management practices appended in the table below.

Categories	Age Management Practices
Performance Management Companies must complete 1 and 2.	1. Implement a new on-line appraisal system or formalise a performance appraisal process[2].
	2. Carry out performance assessment using (1) on at least 5 employees aged 50 and above.
Fair Employment Companies must complete 1, 2 and either 3a or 3b.	1. Send a supervisory/HR employee to attend a training course/workshop on 'Fair Employment'.
	2. Recruit at least 5 local new hires or 10% of current workforce size (determined at the point of application), whichever is lower, that are ≥ 50 years old and retain them for at least 3 months. The new hire(s) must be employed on permanent basis or on employment contracts that are at least 12 months in duration.
	3a. Complete both (i) and (ii). i. Develop an employee handbook and disseminate it to all employees. The employee handbook must incorporate the Codes for Fair Employment Practices and the Codes for Fair Recruitment Practices. ii. Conduct a simple survey, based on a 2-point scale (i.e. aware / not aware) to determine the level of awareness of fair employment and recruitment practices amongst all employees after implementation of 3a(i).
	3b. Complete both (i) and (ii). i. Organise a campaign to communicate Fair Employment Practices to employees to enhance acceptance and integration among co-workers (e.g. put up poster/notice at workplace, email circular, briefing session and distribute the latest Tripartite Guidelines for Fair Employment). ii. Conduct a simple survey, based on a 2-point scale (i.e. aware / not aware) to determine the level of awareness of fair employment and recruitment practices amongst all employees after implementation of 3b(i).
Managing a Multi-Generational Workforce	1. Send a supervisory/HR employee to attend a training course/workshop on 'Managing a Multi-Generational Workforce'.
	2a. Develop and implement a new project/programme that would create opportunities and enhance communication between older and younger employees. The intent of the new project/programme should be communicated to all employees to facilitate bonding

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[2] Companies can request for a template from WorkPro Programme Partners and modify it to suit their organisational needs.

Companies must complete 1 and either 2a or 2b.	between employees of different age groups. (e.g. a mix of younger and older workers forming project groups such as Recreation Club Committee, Work plan Committee, Team building/bonding program etc, but exclude company functions and leisure activities such as excursions, company dinner and dance etc).
	2b. Implement a Mentoring Programme (Buddy System) (e.g. a newly-hired younger worker can be paired with an older worker for three months as part of the OJT programme). Both the mentor and mentee must be locals.
Worker Well-Being Programme Companies must complete 1, 2 and either 3a or 3b.	1. Send a supervisory/HR employee to attend a training course/workshop on 'Worker Well-Being'. 2. Submit a workplace risk assessment in accordance with the Workplace Safety and Health (Risk Assessment) Regulations.
	3a. Improve workplace ergonomics (e.g. companies redesign their work environment through shifting and purchasing of equipment to reduce workplace risk, send out circular to educate older workers on ergonomic risk factors etc).
	3b. Implement wellness activities and proof of communication on healthy tips (e.g. posters to raise awareness on stress management, balanced diet, healthy living exercise programme etc, which will benefit older workers).
Training/ Re-training Companies must complete 1 and either 2a or 2b.	1. Send a supervisory/HR employee to attend a training course/workshop on 'Training/ Re-training'.
	2a. Create training roadmap for older workers.
	2b. Send at least 50% of older workers to attend at least 36 hours of training programmes each within a 6-month period for further technical and/or soft skills training.
Re-employment Companies must complete both 1 and 2.	1. Send a supervisory/HR employee to attend two training courses/workshops on 'Re-employment'.
	2. Implement the 4R programme with audit.

Employees benefited from the age management practices must include at least five older workers who are Singapore Citizens or Singapore Permanent Residents.

LIST OF RELEVANT COURSE FOR AGE MANAGEMENT PRACTICES

S/N	Training Courses	Course Type	Course Provider
Fair Employment			
1.	Implement Performance Management Programme (3 Days)	WSQ	SNEF
2.	Develop a Strategic Approach to Performance Management (*Formerly known as "Develop Strategies for Performance Management"*) (3 Days)	WSQ	SNEF
3.	Administer Performance Review Process (3 Days)	WSQ	SNEF
4.	Administer a Recruitment and Selection Process (3 Days)	WSQ	SNEF
5.	Plan and conduct Interviews to Facilitate Hiring Decisions (*Formerly known as "Conduct Interview and Make Hiring Decisions"*) (2 Days)	WSQ	SNEF
6.	Implement Recruitment and Selection Methods (3 Days)	WSQ	SNEF
7.	Develop and Implement Recruitment and Selection Strategies (3 Days)	WSQ	SNEF
8.	Manages Grievances, Discipline and Disputes (*Formerly known as "Resolve Grievances and Disputes"*) (2 Days)	WSQ	SNEF
9.	Discipline and Grievances Handling (1 Day)	Non-WSQ	SNEF
10.	Fair Performance Management Workshop (1 Day)	Non-WSQ	TAFEP
11.	Fair Recruitment and Selection Workshop (1 Day)	Non-WSQ	TAFEP
12.	Fair Grievance Handling Workshop (1 Day)	Non-WSQ	TAFEP
13.	Effective Management of Mature Employees Workshop (1 Day)	Non-WSQ	TAFEP
14.	Policy Responses to an Ageing Workforce (2 Days)	Non-WSQ	UniSIM
15.	Understanding the Silver Market (1 Day)	Non-WSQ	UniSIM
Managing a Multi-Generational Workforce			
1.	Essentials of Managing Mature Workers (1 Day)	Non-WSQ	CFS
2.	Understanding and Communicating Effectively with Mature Employees (1 Day)	Non-WSQ	CFS
3.	Intergenerational Bonding at the WorkPlace (1 Day)	Non-WSQ	CFS
4.	Foster Team Adaptability (2 Days)	WSQ	SNEF
5.	Develop a Work Team (2 Days)	WSQ	SNEF
6.	Manage Cross Functional and Cultural Diverse Teams (2 Days)	WSQ	SNEF
7.	Achieve Result Through your Team (2 Days)	WSQ	SNEF
8.	Power up Your People Through Encouragement (2 Days)	WSQ	SNEF
9.	Implement Innovative Change (2 Days)	WSQ	SNEF
10.	Contribute Towards a Learning Organisation (2 Days)	WSQ	SNEF
11.	Facilitate Effective Communication and Engagement (2 Days)	WSQ	SNEF
12.	Lead Workplace Communication and Engagement (2 Days)	WSQ	SNEF
13.	Apply Emotional Competence to Manage Self and Others in a Business Context (2 Days)	WSQ	SNEF

14.	Solve Problems & Make Decisions at Supervisory level (2 Days)	WSQ	SNEF
15.	Solve Problems & Make Decisions at Managerial Level (2 Days)	WSQ	SNEF
16.	Cultivate Workplace Relationships To Optimise Team Performance (2 Days)	WSQ	SNEF
17.	Leading Teams Toward Organisational Excellence (2 Days)	WSQ	SNEF
18.	The Facilitative Leader of Self-Managed Teams (2 Days)	WSQ	SNEF
19.	Build Positive Team Relationships (2 Days)	WSQ	SNEF
20.	Creative Leadership and Self Development Skills (2 Days)	WSQ	SNEF
21.	Support Your Team Creatively (2 Days)	WSQ	SNEF
22.	The Power and Passion of Teambuilding (1 Day)	Non-WSQ	SNEF
23.	Develop Motivated and Productive Workforce (1 Day)	Non-WSQ	SNEF
24.	Leadership Effectiveness (2 Days)	Non-WSQ	SNEF
25.	Enhance Relationships with Assertiveness and Persuasion (2 Days)	Non-WSQ	SNEF
26.	Managing Multi-Generational Workforce Workshop (1 Day)	Non-WSQ	TAFEP
27.	Human Resource Management in a Multi-generational workplace: Ethical Issues (1 Day)	Non-WSQ	UniSIM
28.	Human Resource Management in a Multi-Generational Workplace: Fair Employment (2 Days)	Non-WSQ	UniSIM
Worker Well-Being			
1.	Senior Employment Guidance (2 Days)	Non-WSQ	CFS
2.	Career Coaching for Mature Employees (2 Days)	Non-WSQ	CFS
3.	Maintain Workplace Safety & Health Policies & Procedures (3 Days)	WSQ	SNEF
4.	Supervise Workplace Safety and Health Practices (3 Days)	WSQ	SNEF
5.	Manage Workplace Safety and Health System (3 Days)	WSQ	SNEF
6.	Effective Time Management in the Workplace (1 day) and Effective Stress and Anger Management in the Workplace (1 Day)	Non-WSQ	SNEF
7.	Sociological Aspects of Ageing (2 Days)	Non-WSQ	UniSIM
8.	Workplace Safety and Health (3 Days)	Non-WSQ	UniSIM
9.	Job Re-design (1 Day)	Non-WSQ	UniSIM
Training/ Re-Training			
1.	Re-employment: Equipping and Developing Yourself (Enhanced READY) (1 Day)	Non-WSQ	CFS
2.	Excellent mentoring Skills (2 Days)	Non-WSQ	CFS
3.	Training Needs Analysis – A Practical Approach using ACTION Model (2 Days)	Non-WSQ	SNEF
4.	Maximising Performance Through Coaching (2 Days)	Non-WSQ	SNEF

5.	Interpersonal Communication Skills (1 Day)	Non-WSQ	SNEF
6.	How to Influence People (1 Day)	Non-WSQ	SNEF
Re-Employment			
1.	4R Programme (Implement Strategies to Employ, Retain and Re-Employ Older Employees) (2 Days)	WSQ	SNEF
2.	4R Programme (Performance Appraisal and Re-Career) (1 Day)	Non-WSQ	SNEF

What Is It?

4.   The Job Redesign Grant has been enhanced to provide more funding support to help companies create physically easier, safer and smarter jobs for older workers i.e. aged 50 years and above.

5.   Companies which embarked on the Inclusive Growth Programme (IGP) or the Capability Development Grant (CDG) may apply for the Job Redesign (Rider)[3] if the project also leads to a positive impact on older workers. This includes, but not limited to,

   a. making jobs physically easier, safer and smarter through improvements to the workplace environment / work processes
   b. placement and retention of older workers
   c. improved productivity, enhanced job scope, wage increment etc.

6.   Companies may submit multiple applications provided that the job redesign project(s) are different and each would benefit a different group of older workers. However, each company is subjected to an overall funding cap of $300,000.

7.   Companies are strongly encouraged to leverage on the Job Redesign Toolkit, which has been jointly developed by SNEF, NTUC and MOM to guide companies through a systematic approach towards job redesign.

8.   Companies may engage external consultants to develop a proposal for the job redesign project. You may like to consider one of SPRING's approved consultants as listed on: http://www.spring.gov.sg/Growing-Business/Voucher/Pages/innovation-capability-voucher.aspx

Grant Computation

Job Redesign Grant	Job Redesign (Rider)
a. Number of older workers[4] aged 50 to 59 who is/are benefiting from the project x $10,000	a. Number of older workers aged 50 to 59 who is/are benefiting from the project x $10,000

+ Number of older workers aged 60 and above who is/are benefiting from the project x $20,000 **OR** b. 80% of project cost, whichever is lower.	+ Number of older workers aged 60 and above who is/are benefiting from the project x $20,000 **OR** b. Up to 80%[5] of approved project cost nett of existing government grants obtained, whichever is lower.

Total Eligible Funding = Lower of (a) OR (b), capped at $300,000 per company

9.   Companies may embark on more than one project, subject to an overall cap of $300,000 per company.

Grant Deliverables for Job Redesign Grant

10.   Companies would be given 12 months to complete the project. Companies should detail in their application form the current situation, the proposed job redesign project and how older workers would benefit. .

11.   Companies must submit the following documents to claim for the grants at the end of the project:

   a. Relevant invoices, receipts and supporting documents for costs incurred in the job redesign project
   b. Impact evaluation report using the template provided
   c. List of older worker(s) who is/are benefitting from the job redesign project

Grant Deliverables for Job Redesign (Rider)

12.   Companies could apply for the Job Redesign (Rider) by submitting the following documents:

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[3] Applicable for new projects approved under IGP or CDG on/after 1 July 2016 and completed within WorkPro programme period (1 July 2016 to 30 June 2019). Applications must be submitted no later than 6 months after project completion.

[4] Older workers must be either Singapore Citizens (SCs) or Singapore Permanent Residents (SPRs) aged 50 and above, employed on permanent basis or on employment contracts that are at least 12 months in duration

[5] The total funding percentage takes into account grants obtained through IGP or CDG. The amount of funding eligible under the Job Redesign (Rider) will be capped at 80% of approved project cost (i.e. total grant obtained under IGP or CDG and Job Redesign (Rider) must not exceed 80% of the approved project cost).

a. Job redesign proposal submitted to grant agency
b. Proof of grant approval by grant agency
c. Proof of project completion and quantum of grant received from grant agency
d. Impact evaluation report using the template provided
e. List of older worker(s) who is/are benefitting from the job redesign project

WORK-LIFE GRANT (UP TO $160,000 PER COMPANY)

What Is It?

13.   Work-Life Grant provides funding support for the implementation of flexible work arrangements (FWAs). The grant has two components, a <u>Developmental Grant</u> and a <u>FWA Incentive.</u>

Companies may tap on either or both components of the Work-Life Grant.

What is considered as a FWA under this grant?

14.   FWAs that can be funded are flexi-time, flexi-place and part-time. Other FWAs may be considered on a case-by-case basis. Employees using FWAs must be working on a regular basis (i.e. not ad-hoc or casual employees). Companies may refer to the <u>Work-Life Grant booklet, Annex A</u> for more information on the FWAs recognised under the grant.

What are the requirements? How much can I claim?

    a. Appoint a work-life ambassador from senior management to champion a work-life friendly workplace for the employees.

[For Employers] Developmental Grant of up to $40,000 for the Implementation of FWAs and Selected Employee Support Schemes

    b. A $10,000 Developmental Grant would be given to companies that pilot at least two new FWAs or substantially enhance two existing FWAs.

    c. Companies must complete the step-by-step process in implementing new FWA pilots:
        Step 1:   Assess specific FWAs that are suitable for implementation (i.e. meet business needs);
        Step 2:   Conduct a needs analysis to understand employees' work-life needs and identify suitable FWAs;
        Step 3:   Develop a FWA implementation plan which includes a communication plan to engage employees;
        Step 4:   Send at least an employee/employer to complete the work-life training that includes the implementation and management of employees on FWAs;
        Step 5:   Pilot at least two new FWAs and/or substantially enhance existing FWAs with at least 10% of the total workforce, or a minimum of five employees (whichever is higher) trying out the FWAs for at least three months;
        Step 6:   Monitor the FWAs and consult relevant stakeholders on the FWAs' effectiveness before making any refinements.

    d. Another $10,000 would be given to companies that formalise the piloted FWAs into policy.
    e. Companies that incur expenses for the FWA pilots can claim for reimbursement of expenses (capped at $20,000 in total) based on the following percentages:
        I.   Up to <u>80%</u> of expenditure on:
            • work-life training

- work-life consultancy

II. Up to 50% of expenditure on:
- IT infrastructure for FWAs
- selected employee support schemes such as lactation facilities

f. The Developmental Grant replaces the previous Work-Life Works! (WoW!) Fund. Companies that have previously benefitted from the WoW! Fund and wish to apply for additional developmental assistance can only receive up to a $20,000 from the Developmental Grant. This is provided that they meet all the qualifying criteria and put in place work-life strategies or FWAs that have not already been implemented or covered in their previous work-life projects funded by the WoW! Fund.

[For Office Building Owners / Management Corporation / Developers] Developmental Grant for Building of Lactation Facilities

g. Co-funds up to 50% of expenditure on lactation facilities per office building (funding capped at $20,000)

h. Office building owners / Management Corporation / developers who have previously benefitted from BCA's Accessibility Fund for purposes other than building lactation facilities can apply for the Developmental Grant and receive up to $20,000 funding per office building. This is provided that all the qualifying criteria are met.

[For Employers] FWA Incentive

a. Employers can receive a FWA Incentive of up to $120,000 (disbursed in three tranches over three years) if they sustain the FWA utilisation rate among their employees.

b. Have formalised HR policy on two or more FWAs recognised under the Work-Life Grant and have communicated the HR policy to all employees. To receive subsequent tranches of payouts, the company must sustain current FWA utilisation rates at the workplace.

c. Half of those utilising FWAs must be Singaporean employees.

d. No more than six in 10 employees counting towards the 20% or 30% FWA utilisation requirement can be on the same FWA type.

FWA Utilisation Rate	Annual Payment	Total Incentive
At least 20% of total workforce	Up to $25,000	Up to $75,000
At least 30% of total workforce	Up to $40,000	Up to $120,000

e. The grant computation is based on the number of Singaporean employees benefitting from FWAs. Eligible companies can receive $10,000 for the first five Singaporean employees using FWAs regularly and an additional $1,500 per additional Singaporean employee using FWAs regularly (from the sixth Singaporean employee onwards).