

## Frequently Asked Questions (FAQs) on

<b>FAQs on Tripartite Standards Adoption.....</b>	<b>2</b>
<b>FAQs for Tripartite Standard on Age-friendly Workplace Practices (AFW) .</b>	<b>6</b>
<b>FAQs for Tripartite Standard on Contracting with Self-Employed Persons (SEP) .....</b>	<b>9</b>
<b>FAQs for Tripartite Standard on the Employment of Term Contract Employees (TCE).....</b>	<b>11</b>
<b>FAQs for Tripartite Standard on Flexible Work Arrangements (FWA) .....</b>	<b>13</b>
<b>FAQs for Tripartite Standard on Grievance Handling (GH) .....</b>	<b>16</b>
<b>FAQs for Tripartite Standard on Procurement of Services from Media Freelancers (MFL).....</b>	<b>18</b>
<b>FAQs for Tripartite Standard on Recruitment Practices (RP) .....</b>	<b>22</b>
<b>FAQs for Tripartite Standard on Unpaid Leave for Unexpected Care Needs (UCL).....</b>	<b>24</b>
<b>FAQs for Tripartite Standard on Work-life Harmony (WLH) .....</b>	<b>25</b>
<b>FAQs for Tripartite Standard on Advancing Well-Being of Lower-Wage Workers (LWW) .....</b>	<b>28</b>

## FAQs on Tripartite Standards Adoption

### 1. What is the Tripartite Standards (TS) about?

- Tripartite Standards (TS) is a set of good employment practices in the following ten areas:
  - Age-friendly Workplace Practices
  - Contracting with Self-employed Persons
  - Employment of Term Contract Employees
  - Flexible Work Arrangements
  - Grievance Handling
  - Procurement of Services from Media Freelancers
  - Recruitment Practices,
  - Unpaid Leave for Unexpected Care Needs
  - Work-Life Harmony
  - Advancing Well-Being of Lower-Wage Workers

### 2. How are these ten areas decided?

- These ten areas are part of '**Fair and Progressive Employment Practices**' - a topic that the Tripartite Partners (SNEF, NTUC, and MOM or specific sector agencies) are working closely on. These areas are also key contributors of harmonious employer-employee relations. There may be more Tripartite Standards introduced in future.

### 3. What does the TS constitute?

- Each TS lists 3-5 specifications, i.e. exemplary practices in specific areas of HR/employment. TS serves as the benchmark for employers to evaluate the quality of their progressive practices. They are also a good point of reference for actionable steps and verifiable practices.

### 4. Why was the TS created?

- In the past, jobseekers were unable to identify progressive employers from the job market. Similarly, employers also lacked the platform to identify and showcase their merits as a progressive employer to attract local talent.
- To fill this gap, the TS initiative combines both elements of **employer recognition** and **self-declaration of good practices**. This provides employers the opportunity to identify and showcase themselves as a progressive employer.

### 5. Is it mandatory for all employers to sign up for Tripartite Standards?

- No. Signing up for Tripartite Standards is voluntary.

### 6. Is my organisation required to adopt all 10 TSes?

- No. However, we encourage employers to consider adopting the Tripartite Standards of growing relevance and importance – Age-friendly Workplace Practices, Flexible Work Arrangements, Grievance Handling and Recruitment Practices.

#### 7. How does signing up of TS (i.e. TS adoption) benefits employers?

- Employers who signed up for Tripartite Standards (i.e. TS adopter) can identify themselves as progressive employers with the use of TS logomarks in their job ads/collaterals. TS adopters will also be listed on TAFEP's website and job postings will be tagged with the TS logomarks in the [MyCareersFuture portal](#).

#### 8. How does the adoption of progressive practices stated in TS benefit employers, employees and jobseekers?

Adoption of following practices are relevant to the growing demands in the workforce:

- Rising proportion of temporary and contract work
- Influx of more Retirees/re-employed seniors; home-makers, millennials, more employees requesting for Work-Life balance and fair & progressive workplace treatment

***Hence, more jobseekers and employees of different backgrounds are seeking fair and good employers that respect their needs, and offer options such as shorter-term jobs, easier workload, shorter work week, flexible hours, working from home, and unpaid leave. The following Tripartite Standards cover these jobseekers' and employees' concerns.***

- Age-friendly Workplace Practices
- Employment of Term Contract Employees
- Flexible Work Arrangements
- Unpaid Leave for Unexpected Care Needs
- Recruitment Practices

- Rise of chronic workplace stress
- Rise of social media as a platform for informal grievances

***Hence, more employees may be looking out for channels to let out their concerns and grievances about work and workplace. The following Tripartite Standards cover these employees' concerns.***

- Grievance Handling

- More support for the self-employed persons/industry

***More freelancers and self-employed persons are desiring a professional way of contracting from service buyers, e.g. written contract with terms clearly stipulated on payment, dispute resolution etc. The following Tripartite Standards cover their concerns.***

- Contracting with Self-employed Persons, and
- Procurement of Services from Media Freelancers

- Having these progressive practices in place would help meet the needs of your employees, which indirectly leads to improved employee retention. At the same time, employers can have greater access to a wider talent pool.

#### 9. How do I sign up for TS adoption?

- Step 1: Read and review the specifications (i.e. the practices) of each Standard that is relevant to your organisation
- Step 2: Check if your practices meet the specifications. If there are gaps or clarifications, employers can attend [complimentary TS clinics](#) organised by TAFEP

- Step 3: If you are certain that your organisation is practising per the Tripartite Standards, you can fill in a [simple online form](#) to declare so.

#### 10. What's next after signing up for TS online?

- If your online form submission is successful, you would see an acknowledgement note on the web browser. TS team will contact you within 2 weeks with a confirmation note, together with the TS logomarks (download link) for your usage.
- If you need to urgently check on the status of your sign-up, please contact us at [ts@tafep.sg](mailto:ts@tafep.sg).

#### 11. How would I know if my application to adopt the TS is successful?

If your organisation is a TS adopter, you would:

- Receive a Thank-you email from TAFEP to confirm your adoption of respective Tripartite Standards, together with the download link of TS logomarks
- Be listed in TAFEP's webpage '[View Adopters of the Tripartite Standards](#)'

#### 12. My employer signed up for the Pledge previously. Isn't this the same?

- No. Though both initiatives are self-declaration platforms for employers, the Tripartite Standards is a different initiative from Employer's Pledge for Fair Employment Practices.
- Tripartite Standards focuses on implementation of **progressive** employment practices in various aspects of (a) *employer - employee* relations and (b) *service buyer - self-employed* relations
- The Pledge is a commitment towards **fair** and merit-based employment practices.

#### 13. What are Labour laws and Tripartite Guidelines?

- Labour laws exist to protect the rights of employees such as basic terms and working conditions, and these are supplemented with Tripartite Guidelines which stipulates basic employment practices. It is expected of employers to comply with labour laws and abide by the tripartite guidelines, by which non-abidance or non-compliance would allow MOM to take action against such employers.

#### 14. What are the Tripartite Advisories then?

- Above and beyond the law is the Tripartite Advisories that outline progressive workplace practices that employers can implement to contribute to a better workplace/ environment.

#### 15. Are we required to submit documentation to show that they have met the specifications in the Tripartite Standards?

- Employers do not need to submit documentation when they sign up for TS
- We would encourage employers to review existing practices from time to time, and check that they have met the specifications in respective Standards.

#### 16. Are there audits or checks from TAFEP or Tripartite Partners on how we have met the specifications?

- No, there will not be audits or checks by TAFEP, MOM, SNEF or NTUC. Signing up for TS is done on a voluntary and trust basis, where it is assumed that employers have implemented the practices according to the TS specifications.

**17. What happens if my employer is no longer able to meet the specifications of a Tripartite Standard, i.e. non-adherence?**

- Employers, i.e. TS adopters are encouraged to notify TAFEP at [ts@tafep.sg](mailto:ts@tafep.sg) for assistance on the following matters:
  - Existing practices are no longer adhered to the Standards and employers require advice/ assistance in improving their practices
  - Employer wishes to be de-listed for any reason

**18. What if there is a complaint against my company for non-adherence to the TS?**

- If there is a complaint about the employer on its non-adherence to the Tripartite Standards, TAFEP will work with the company (HR personnel) to advise/assist the employer in realigning their policies/ system to the TS specifications before re-listing as a TS adopter.
- Employer will not be penalised due to non-adherence to the Tripartite Standards.

## FAQs for Tripartite Standard on Age-friendly Workplace Practices (AFW)

### 1. How does my organisation set selection criteria for recruitment?

- Employers are expected to recruit based on merit by using relevant and objective criteria. Age is generally not relevant to assessing an applicant’s suitability for the job and hence should not be asked or used as a selection criterion.
- Information about the age of the candidate should not be collected before the job is offered.

### 2. What are some examples of training programmes for hiring managers and staff to conduct fair and unbiased interviews?

- Hiring managers and staff who have recruitment responsibilities may be trained on-the-job, through courses, workshops, and briefing sessions or through other structured training. Such training can be held in-house or taught/facilitated by an external vendor.
- All interviewers must be familiar with:
  - Tripartite Guidelines on Fair Employment Practices
  - Common potential pitfalls in interviews which may lead to discriminatory questions (e.g. stereotyping)
  - Interview techniques
  - Procedures for interview and selection, including
    - Developing and using objective selection criteria relevant to the job requirements
    - Shortlisting and selecting candidates based on objective selection criteria
- Resources available for Organisations can be found on <https://www.tal.sg/tafep/Resources> including TAFEP’s Fair Recruitment & Selection Handbook
- Organisations may also approach the Singapore National Employers Federation (SNEF) and Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) for more information on workshops related to conducting fair and unbiased interviews.

SNEF	TAFEP
<p><b>Enquiries</b></p> <p>Website: <a href="http://www.snef.org.sg">www.snef.org.sg</a></p> <p>Information on training courses: <a href="https://snef.org.sg/training/programmes-courses">https://snef.org.sg/training/programmes-courses</a></p> <p>Phone: 6827 6927</p> <p>Email: <a href="mailto:trg@snef.org.sg">trg@snef.org.sg</a></p>	<p><b>Enquiries</b></p> <p>Website: <a href="https://www.tal.sg/tafep">https://www.tal.sg/tafep</a></p> <p>Course: <a href="https://www.tal.sg/tafep/Events">https://www.tal.sg/tafep/Events</a></p> <p>Email: <a href="mailto:events@tafep.sg">events@tafep.sg</a> / <a href="mailto:ts@tafep.sg">ts@tafep.sg</a></p>

### 3. What is the role of the appointed champion for age-friendly workplace practices?

- The role of the appointed champion, who must be a member of the organisation's senior management (e.g. Director or equivalent, or the HR manager of an SME), is to:
  - Advocate the adoption of age-friendly workplace practices; and
  - Inform employees of the available age-friendly workplace practices.
- Some of the work areas that the appointed champion can lead and oversee include:
  - Implement and review the organisation's age-friendly workplace practices;
  - Plan and organise events and activities to educate supervisors and HR on age-friendly workplace practices; and
  - Allocate and manage resources to support the implementation of age-friendly workplace practices in the organisation.

### 4. How should my organisation train and develop older employees?

- For companies to remain competitive, employers should ensure that they continue to provide the necessary training for their older employees to perform their roles effectively.
- The training provided depends on the needs of the job requirements, as well as the skillsets and background of the older employee.
- Examples of training include on-the-job training and workshops.

### 5. What should I do to ensure jobs and workplaces are age-friendly?

- Employers will need to demonstrate that the design of the jobs and workplace meets the following three criteria for older employees:
  - i. **Easy** – makes the work physically easy. These could include the installation of lifts, use of larger screen displays, substituting manual strength for mechanical and reducing strenuous activities.
  - ii. **Safe** – minimizes the risk of injuries at work. These could include the installation of handrails and lights along travel routes, slip-resistant walking surfaces and ergonomic office chairs.
  - iii. **Smart** – frees up time for knowledge-based activities. These could include the use of technology to automate routine tasks and re-training of employees to operate machines instead.

Organisation should assess and determine what age-friendly practices would make the most sense and are required by the employees. For example, if many of the employees in company A are in desk-bound jobs, having an ergonomic work station/larger screens would benefit them more.

**6. What are some examples of workplace health programmes that will benefit older employees?**

- Workplace health programmes that will benefit older employees include implementing ergonomics intervention programme, briefings on choosing healthier food options, exercise programmes suitable for older employees and regular body check-ups.
- Organisations may refer to [Health Promotion Board's Tripartite Oversight Committee Report](#) for more guidance.
- Eg. Fruit day, Annual health check-up, Walk in the park..

**7. Why should older employees, who are not at the maximum of their salary ranges and have satisfactory work performance, be treated no differently from other employees, and accorded annual increments?**

- Employers should recognise that older employees are an integral part of the organisation. They should therefore be given annual increments if they are not at the maximum of their salary ranges and have satisfactory work performance, if other employees are given them too.
- Employers are also encouraged, where appropriate, to reward older employees based on organisational and individual performance in the form of performance bonuses, annual increments, long service benefits, gain-sharing incentives or one-off bonuses.
- This recognition will help to incentivise and motivate these employees to perform well.

**8. Who is eligible for re-employment?**

An employee would be eligible for re-employment if he/she meets all of the following conditions:

- Is a Singapore Citizen or Singapore permanent resident?
- Is born on or after 1 July 1952,
- Have served his/her current employer for at least 3 years before turning 63,
- Have satisfactory work performance, and
  - Refers to the minimum level of performance any employee is expected to maintain in discharging his duties. In assessing the eligibility of an employee for re-employment, employers may take into account the employee's performance for the past 2-3 years.
- Is medically fit to continue working.
  - In general, re-employed employees should be presumed to be medically fit to continue working. There is no need to send an employee for a medical check-up if he/she does not show any signs of being medically unfit for the job.
  - If they do, employers could send them for medical check-ups on a case by case basis, without having to send all employees in the same job for medical check-ups. Employers could also send re-employed employees for medical check-ups if it is a job requirement that is applied to other employees with that job scope.



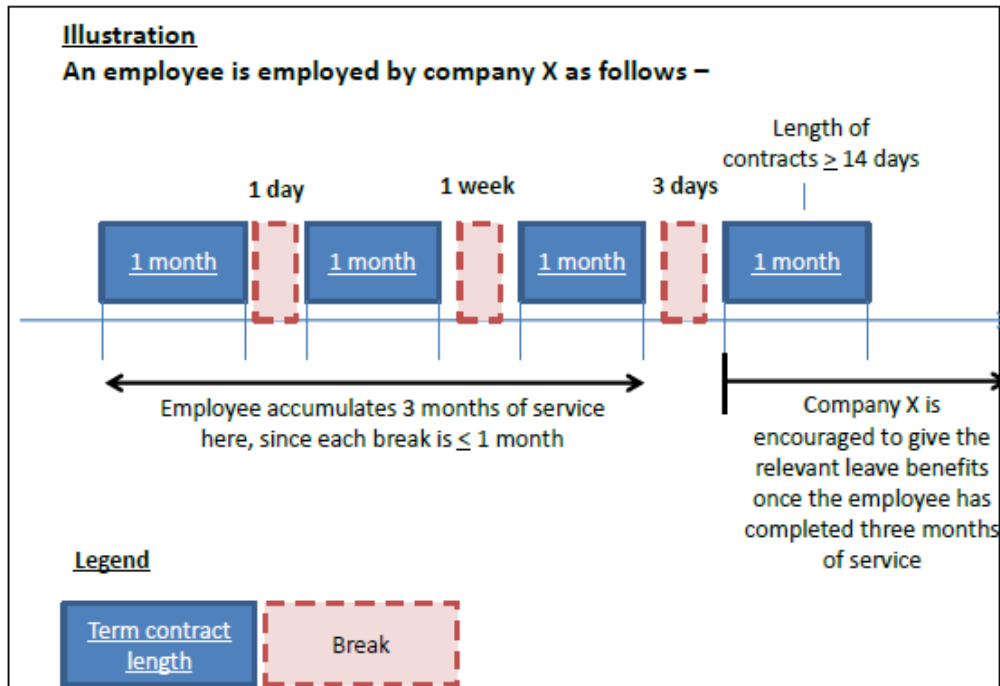
## **FAQs for Tripartite Standard on Contracting with Self-Employed Persons (SEP)**

- 1. I already have existing contracts (with key terms as per TS SEP specifications) with self-employed persons. If I need to change some key terms, do I need to inform them?**
  - If businesses and SEPs have agreed that terms can be varied and how they can do so, the party who wishes to vary the terms should vary the terms in accordance with what was agreed. The revised agreed terms should be documented.
  - If there was no agreement that terms can be varied, the party who wishes to vary the terms should inform the other party and discuss with them the possible alternative terms.
  
- 2. When should written key terms be provided?**
  - Terms of products or services to be delivered should be discussed between businesses and SEPs, and the agreed terms should be documented before the commencement of work. These key terms should be agreed to in writing before any products or services are delivered.
  
- 3. Are all the written key terms necessary? Can I sign up to the Tripartite Standard if I cannot provide all the written key terms?**
  - Businesses and SEPs should discuss the terms of products or services, and document the agreed terms. These documented terms should include all those set out in paragraph 4 of the Tripartite Standard, and any additional terms that businesses and SEPs agree to include.
  
- 4. Must written key terms be provided in hard copy format? Can they be provided via SMS or email?**
  - Businesses can provide written key terms in hard copy or soft copy.
  
- 5. Do businesses have to keep copies of the written key terms?**
  - Both businesses and SEPs should keep copies of the written key terms, in case there is a related dispute.
  
- 6. Are businesses required to sign off on written key terms?**
  - It is in the interest of both businesses and SEPs to acknowledge the written key terms that have been agreed on. This signifies that both parties understand and agree to the terms, and helps to avoid misunderstandings and disputes.
  
- 7. What happens when there are disputes arising from the written key terms?**
  - For businesses and SEPs that had agreed on the terms for resolving disputes, mediation would be an option in the event of disputes, without being a barrier to either party bringing any dispute directly to the Small Claims Tribunal.

- The Tripartite Alliance for Dispute Management offers voluntary mediation services. Some government agencies also help to facilitate dispute resolution, such as the Infocomm Media Development Authority, and Land Transport Authority. Other dispute resolution channels include the Small Claims Tribunals and the Singapore Mediation Centre.
- For businesses and SEPs that do not have agreed terms for resolving disputes, we encourage them to try to manage any dispute that may arise. If they are unable to reach an agreement, they may also approach the Tripartite Alliance for Dispute Management, the relevant government agencies, as well as the Small Claims Tribunals and the Singapore Mediation Centre for assistance.

## **FAQs for Tripartite Standard on the Employment of Term Contract Employees (TCE)**

- 1. If a term contract employee signs a contract with the same organisation following the end of the previous contract, but on different terms/for a different job, would this contract count towards the employee's length of "continuous service"?**
  - Yes. As long as the new contract was signed within one month from the end of the previous contract (of duration 14 days or more), the duration of the contracts should be treated as "continuous service".
  
- 2. Do the specifications on recognising cumulative length of service cover other forms of employment (e.g. employees transitioning from term contract to permanent employment)?**
  - The specifications on continuous service apply to term contract employees who are employed by the same employer, including those transitioning from term contract to permanent employment.
  - There is no minimum or limit to the number of term contracts which can apply to employees' continuous service, so long as each contract is for 14 days or more, and takes effect within one month from the end of the previous contract.
  
- 3. Are employers required to recognise the time between the end of the employee's previous term contract, and the start of the next term contract, as part of the employee's continuous service?**
  - No. Only the time the employee has spent "in employment" (i.e. covered by a term contract) should be treated as continuous service.
  
- 4. Are employers allowed to provide notice periods longer than stated in the specifications?**
  - Yes. The notice period in the specifications refer to the minimum notice period. Employers may provide notice periods longer than the duration stated in the specifications. The same notice period should apply to the employer and employee should either party terminate the employment.
  
- 5. What if employers who have adopted the Tripartite Standard are unable to provide term contract employees with the statutory leave benefits under the Employment Act (EA) and Child Development Co-Savings Act (CDCA)?**
  - All employees who have worked for at least 3 months are entitled to statutory leave benefits, according to the parameters under the EA and CDCA. This includes term contract employees.
  - In cases where employers are unable (e.g. due to nature of work) to accord term contract employees, who are on short-term contracts (< 3 months) but have cumulative service of greater than 3 months with full statutory benefits, these employers should compensate employees adequately. For instance, by encashing their annual leave entitlements based on cumulative length of service of the employee (see example below).



- In the above example, during the 4th one-month contract (after the term contract employee has completed 3 months with service), the employee should be entitled to:
    - 2 days of paid annual leave (pro-rated based on  $3 / 12 * 7$ )
    - 5 days of paid sick leave
    - 2 days of paid childcare leave
  - The organisation's approach to encashing annual leave for the employee should recognise the cumulative length of service (i.e. 2 days of commuted annual leave after the fourth one-month contract).
- 6. What forms of training should employers provide term contract employees?**
- Employers are encouraged to ensure that term contract employees are adequately trained to perform their roles effectively.
  - The training provided by employers depends on the needs of the specific job, as well as the skillsets and background of the term contract employee. Examples of training provided may include on-the-job training, online courses and workshops.
- 7. What are the leave entitlements for term contract employees?**
- Under the Employment Act, term contract employees are entitled to statutory leave benefits if they meet a minimum continuous service period of three months.
  - Please refer to the <https://www.mom.gov.sg/employment-practices/leave> for the statutory requirements on leave benefits.

## FAQs for Tripartite Standard on Flexible Work Arrangements (FWA)

1. **Do employers have to offer specific FWAs in order to meet the requirements of the Tripartite Standard on Flexible Work Arrangements?**
  - The Tripartite Standard on Flexible Work Arrangements does not prescribe specific types of FWAs that employers must offer to employees.
  
2. **What is the minimum number of FWAs which a company must have before being able to adopt this standard?**
  - Companies must have at least 1 form of FWA in place.
  
3. **Are employers required to offer FWAs to all employees?**
  - FWA(s) should be offered to all employees. However, understandably certain jobs cannot be put on FWA (e.g. due to the nature of the job/industry). If this is the case employers should explain the reasons for rejection, and in the situation where the employee has certain personal needs requiring him to go on FWAs, the employer should discuss suitable alternatives (e.g. ad-hoc arrangements) for the employee where possible.
  - Employers are also encouraged to offer a range of FWAs to better meet the different work-life needs of their employees.
  
4. **What are some examples of FWAs which I can easily implement in my company?**
  - Some examples of FWAs are: 1) Flexi start/end time, 2) Telecommuting (e.g. working from home, client's office, satellite offices, a café)
  - You can the various types of FWAs on the [TAFEP website](#).
  
5. **Are organisations required to have a minimum number of employees on FWAs?**
  - As the use of FWAs would depend on the needs of the organisation and the employees, and could vary over time, there is no minimum number of employees on FWAs required for an organisation to adopt the Standard.
  
6. **How should supervisors evaluate the employee's request for FWAs?**
  - Supervisors are expected to assess each FWA request objectively and fairly. Supervisors should take into account factors such as the needs and suitability of the job and the employee, the proposed work arrangements and the performance expectations for the duration of the FWA.
  - Supervisors are advised to consider how the employee's work performance during the proposed FWA will be assessed.
  - Supervisors are also expected to consider whether the FWA is likely to affect the employee's working conditions, including compensation, benefits and safety.

- More information for supervisors on evaluating FWA requests can be found in the [Tripartite Advisory on Flexible Work Arrangements \(FWAs\)](#).
- 7. Are organisations required to document the outcomes of all FWA applications?**
- Employers who have adopted the Tripartite Standard should document the outcomes of all formal (i.e. regular, long-term) FWA applications.
- 8. What are some of the expectations of the appointed FWA champion?**
- The role of the FWA champion, who must be a member of the organisation's senior management (e.g. Director or equivalent, or the HR manager of an SME), is to advocate the adoption of FWAs at the workplace, and to ensure the organisation's work-life policies are made known to employees.
  - Some of the work areas that the appointed FWA champion can lead and oversee include:
    - Implementing and reviewing the organisation's FWA policies and processes;
    - Planning and organising events and activities to educate employees on FWA usage; and
    - Allocating and managing resources to support FWA implementation in the organisation.
- 9. What are some examples of training programmes that supervisors should undergo?**
- Supervisors may be trained on-the-job, or preferably in a structured setting. Such training can be in the form of workshops, courses or briefing sessions and can be held in-house or taught/facilitated by an external vendor.
  - FWA training programmes for supervisors can cover:
    - Common types of FWAs and their benefits;
    - Key factors and considerations for a fair and objective evaluation of a FWA request;
    - Establishing suitable work arrangements (e.g. working hours, reporting arrangements) and clear, performance-based work targets for the employee; and
    - Fairly assessing the performance of the employee based on the agreed deliverables.
  - Organisations may also refer to the following resources for more details:
    - The [Tripartite Advisory on Flexible Work Arrangements \(FWAs\)](#) provides a step-by-step guide for organisations, supervisors and employees on FWA implementation and management.
    - The [WorkPro Work-Life Grant](#) provides funding support for employers to implement and sustain FWAs.



Tripartite Alliance for  
Fair & Progressive Employment Practices

Companies can approach the Singapore National Employers Federation (SNEF) and Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) for more information on such FWA workshops for supervisors.

SNEF	TAFEP
<p><b>Enquiries</b></p> <p>Website: <a href="http://www.snef.org.sg">www.snef.org.sg</a></p> <p>Information on training courses: <a href="https://snef.org.sg/training/programmes-courses">https://snef.org.sg/training/programmes-courses</a></p> <p>Phone: 6827 6927</p> <p>Email: <a href="mailto:trg@snef.org.sg">trg@snef.org.sg</a></p>	<p><b>Enquiries</b></p> <p>Website: <a href="https://www.tal.sg/tafep">https://www.tal.sg/tafep</a></p> <p>Course: <a href="https://www.tal.sg/tafep/Events">https://www.tal.sg/tafep/Events</a></p> <p>Email: <a href="mailto:events@tafep.sg">events@tafep.sg</a> / <a href="mailto:ts@tafep.sg">ts@tafep.sg</a></p>

## FAQs for Tripartite Standard on Grievance Handling (GH)

### 1. What is a workplace grievance?

- A workplace grievance is any discontent or feeling of unfairness at work that arises from employer-employee relationships and employment-related issues.
- Grievances may arise from real events (e.g. unhappiness arising from a wage cut) or may be perceived (e.g. intrusive supervisor conduct or friction among colleagues).
- More information can be found in <https://www.tal.sg/tafep/Resources>.

### 2. Why is it important to have a Grievance Handling Procedure in an organisation?

- A fair and objective Grievance Handling Procedure provides employees with a systematic and legitimate avenue to raise their grievances; it also creates a safe working environment where employees can seek redress in a specified manner, without fear of repercussions. It can also help to uncover any unacceptable or unlawful practices within the organisation.
- Having proper Grievance Handling Procedures will also help mitigate the impact of grievances on employee morale and productivity, maintain workplace harmony and safeguard companies' image and brand name.

### 3. Why should the Grievance Handling Procedure be communicated to employees?

- The company's Grievance Handling Procedure should be communicated to all employees so that they are aware of the procedures and how to raise a grievance through the procedures. This enables companies to manage grievances more effectively (e.g. conduct proper investigations and respond to the affect persons).

### 4. How should the Grievance Handling Procedure be communicated to employees?

- HR should communicate the procedure to all employees, provide guidance about the procedure when necessary and reinforce the need to take all grievances seriously.
- This could be communicated through the Staff Handbook, internal circulars, as well as through the company's induction or orientation programme. Unionised organisations should state this procedure in the Collective Agreement (CA).

### 7. What are some examples of training programmes that supervisors should undergo?

As the first line of contact, it is important for immediate supervisors or appointed staff to be trained in proper grievance handling. They may be trained on-the-job, or preferably in a structured setting. Such training could be in the form of workshops, courses or briefing sessions and can be held in-house or taught/facilitated by an external vendor.

- Training programmes on grievance handling should cover:
  - Common types and causes of grievances;
  - Principles and procedures for proper grievance handling; and



- Relevant skills and techniques in handling employee grievances (e.g. being open minded and willing to explore with the employee ways to resolve the grievance).
- Companies may also refer to TAFEP’s Grievance Handling Handbook for more guidance on handling grievances at the workplace.
- Companies can approach the Singapore National Employers Federation (SNEF) and Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) for such grievance handling workshops for supervisors.

SNEF	TAFEP
<p><b>Enquiries</b></p> <p>Website: <a href="http://www.snef.org.sg">www.snef.org.sg</a></p> <p>Information on training courses: <a href="https://snef.org.sg/training/programmes-courses">https://snef.org.sg/training/programmes-courses</a></p> <p>Phone: 6827 6927</p> <p>Email: <a href="mailto:trg@snef.org.sg">trg@snef.org.sg</a></p>	<p><b>Enquiries</b></p> <p>Website: <a href="https://www.tal.sg/tafep">https://www.tal.sg/tafep</a></p> <p>Course: <a href="https://www.tal.sg/tafep/Events">https://www.tal.sg/tafep/Events</a></p> <p>Email: <a href="mailto:events@tafep.sg">events@tafep.sg</a> / <a href="mailto:ts@tafep.sg">ts@tafep.sg</a></p>

## FAQs for Tripartite Standard on Procurement of Services from Media Freelancers (MFL)

### 1. How is a media freelancer defined?

IMDA defines a media freelancer as:

- i. A person who is an independent contractor AND
- ii. Runs his/her own media service business or trade that does not hire any employees; AND  
*Examples of media service business or trade include design, development, production, operation, distribution, sale and/or marketing of media.*
- iii. He/She negotiates his/her terms and benefits with clients and the contract states that his/her service is contracted as a media freelancer; AND  
*For example, if a company owner with employees contracts his/her services as a writer or director, he/she is considered a media freelancer in this case.*
- iv. He/She can either operate as individuals; OR have an Accounting and Corporate Regulatory Authority of Singapore (ACRA) - registered entity that does not hire any employees.

A media freelancer excludes people who are on casual, temporary or term-contract employees who are on employment contracts for fixed periods of time.

### 2. What type of ACRA-registered entities are included in the definition?

- These entities include sole proprietorships, Limited Liability Partnerships, Limited Liability Companies, Partnerships, and companies as long as they do not hire any employees.

### 3. Will IMDA subsidise the insurance for media companies?

- No, IMDA will not subsidise insurance for media companies. The insurance is considered a hygiene factor and an industry best practice that companies should practice.
- Insurance cost is already an allowable budget item for IMDA media funding such as media grant funding and Public Service Broadcast content funding.

### 4. Can media freelancers who are ACRA-registered entities adopt the TS Media Freelancers?

- Media freelancers who are ACRA-registered entities and wish to convey their support for TS Media Freelancers can sign on with TAFEP at <https://www.tal.sg/tafep/getting-started/progressive/adopt-tripartite-standards>.

### 5. Do companies always need to pay the media freelancers within 45 days after they receive the freelancers' invoice?

No, this only applies to cases when there are no payment milestone dates are provided in the contract or there is no contract. Parties are free to decide any duration for the payment term.

**6. What is the insurance included in TS Media Freelancers?**

The insurance types include:

Production Equipment Insurance that covers equipment operated by the media freelancer either owned by the company and/or rented to the company.

This covers against all risks of physical loss, damage or destruction to equipment that are owned by or rented to the company. For example, if the media freelancer damages a camera owned by a company, the company’s insurance should cover the damages.

However, if the equipment is owned by the media freelancer, he/she is responsible for his own Production Equipment Insurance.

Commercial General Liability covers against claims for bodily injury (of other parties, e.g. passers-by who are injured by production equipment during production that was operated by media freelancers) or for property damage, liability arising during the production. For example, if the media freelancer hurts a passer-by, the company’s insurance should cover the damages.

Work-related Personal Accident insurance covers against claims for death, total and permanent disability and medical expenses due to work-related accidents for media freelancers. For example, if the media freelancer hurts himself/herself due to work, the company’s insurance should cover the damages.

**7. Is a liability coverage included in TS Media Freelancers?**

No, it is not included. Different projects carry different risks and would require different liability coverages. Companies should discuss with their insurers on what is a suitable liability.

**8. When does the company need to cover media freelancers in their insurance policy?**

Companies are only required to cover media freelancers working on set and/or location specified by them for the following insurance types: production equipment, commercial general liability and work-related personal accident.

For example,

Media freelancers who:	Yes	No
Work for a couple of hours on set, such as a make-up artist	✓	
Work at the company’s premises, such as a video editor	✓	
Work on an overseas shoot, such as an on-screen talent	✓	

Work from home, such as a scriptwriter		✓
are hired through a talent agency	TS Media Freelancer adopters have to ensure that the stipulated insurance is purchased by either themselves or their third party suppliers. This arrangement should be included in the written contract between parties.	

**9. How is a work-related accident defined?**

A work-related accident is an accident that arose out of and in the course of work (excluding domestic work) that leads to a personal injury or condition. Parties can base the assessment on the company’s insurance assessment. However, if parties dispute the insurers’ assessment, they can write in to TAFEP at [ts@tafep.sg](mailto:ts@tafep.sg).

**10. If a media freelancer is making his/her way from home (or elsewhere) to the location that is specified by the company, and he/she gets into an accident on the way, should the company’s insurance cover this situation?**

In the case of a media freelancer travelling from home to work, the accident is not considered a work-related accident, unless he/she is on the transport provided by the company. However, the media freelancer travelling from one work location to another work location, under the instructions of a particular company, has to be covered.

**11. Does TS Media Freelancers apply to foreign talents?**

It depends on where the foreign talent is hired from and where the service is provided. If the foreign talent media freelancer is hired in Singapore, the TS Media Freelancers applies to him/her regardless whether the person is hired local or/and overseas shoots (e.g. travel host). However, if the Singapore production house filming in an overseas location hires local crew, the TS Media Freelancers does not apply to these foreign talents.

**12. How does the TS Media Freelancers benefit media freelancers?**

Media freelancers will have better support with regards to the areas stipulated under the standard, such as written contracts, timely payment and clear terms for dispute resolution and insurance.

Specifically, while working on set and/or location specified by companies that has adopted the standard, media freelancers will be covered in their insurance policy for production equipment, commercial general liability and work-related personal accident. On production equipment insurance, this only applies to equipment owned by or rented to the companies. Media Freelancers will have to cover their own equipment.

Media freelancers will able to identify companies with good practices in hiring media freelancers. Adopters are listed on the TAFEP’s web page “View adopters of the Tripartite Standards” at <https://www.tal.sg/tafep/Getting-Started/Progressive/Tripartite->

[Standards-Adopters](#) and they can use the TS Media Freelancers logomarks in job advertisements and marketing collaterals.

**13. Are there any insurance brokers for media industry in Singapore?**

Yes.

**14. How do I prepare for insurance coverage for my overseas projects (i.e. local employees/freelancers/equipment to be deployed overseas)**

- Full-time Employees (i.e. those under your payroll with CPF paid)  
Company to ensure insurance policy for employees covers the eligible claims under the Work Injury Compensation Act (does not matter whether employees are working in Singapore or posted overseas for projects)
- Freelancers working in Singapore or posted overseas for projects will require insurance (in context of TS Media Freelancers).  
To purchase insurance for freelancers, please approach the insurance broker for media industry. For freelancers that already have their own personal insurance/ equipment insurance, company does not need to purchase for them. Example, if project is only 1 month, some freelancers may choose to bill the company 1 month worth of insurance premiums that they are already paying or have paid.
- Equipment coverage  
Either annual coverage or project-specific

## FAQs for Tripartite Standard on Recruitment Practices (RP)

1. **When collecting information on attributes such as race, religion, marital status and family responsibilities, why is there a need to state the reasons in job advertisements and application forms?**
  - Employers are expected to recruit based on merit by using relevant and objective criteria. These attributes are generally not relevant to assessing an applicant's suitability for the job. Requiring such information in job advertisements and application forms could be perceived as discriminatory, and the reasons for requiring such information should therefore be stated clearly.
  - Further, stating the reasons will ensure that the job requirements are well understood, expand the range of eligible candidates, and avoid negative perceptions of the organisation.
  
2. **Why should organisations keep a proper record of the interview, assessment process, test (if any) and job offer made for at least one year?**
  - Maintaining proper records of the organisation's recruitment practices will provide accurate references to the discussions and agreements made between the employer and employee during the recruitment and selection process. This can help to prevent misunderstandings and disputes from arising. This is only required for shortlisted candidates that the company is planning to hire.
  
3. **What are some examples of training programmes for hiring managers and staff to conduct fair and unbiased interviews?**
  - Hiring managers and staff who have recruitment responsibilities may be trained on-the-job, or preferably in a structured setting. Such training could be in the form of workshops, courses or briefing sessions and can be held in-house or taught/facilitated by an external vendor.
  - Training programmes for interviewers should cover:
    - Tripartite Guidelines on Fair Employment Practices
    - Common potential pitfalls in interviews (e.g. stereotyping)
    - Importance of ensuring that all candidates for the job are evaluated with the same set of criteria
    - Procedures for interview and selection, including
      - How to develop and consistently use objective selection criteria relevant to the job requirements
      - How to objectively rate and rank candidates for selection
  - Organisations may refer to TAFEP's Fair Recruitment & Selection Handbook for more guidance.
  - Organisations may also approach the Singapore National Employers Federation (SNEF) and the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) for more information on workshops related to conducting fair and unbiased interviews.

SNEF	TAFEP
<p><b>Enquiries</b></p> <p>Website: <a href="http://www.snef.org.sg">www.snef.org.sg</a></p> <p>Information on training courses: <a href="https://snef.org.sg/training/programmes-courses">https://snef.org.sg/training/programmes-courses</a></p> <p>Phone: 6827 6927</p> <p>Email: <a href="mailto:trg@snef.org.sg">trg@snef.org.sg</a></p>	<p><b>Enquiries</b></p> <p>Website: <a href="https://www.tal.sg/tafep">https://www.tal.sg/tafep</a></p> <p>Course: <a href="https://www.tal.sg/tafep/Events">https://www.tal.sg/tafep/Events</a></p> <p>Email: <a href="mailto:events@tafep.sg">events@tafep.sg</a> / <a href="mailto:ts@tafep.sg">ts@tafep.sg</a></p>

## FAQs for Tripartite Standard on Unpaid Leave for Unexpected Care Needs (UCL)

### 1. What is considered preterm and what are the covered congenital conditions?

#### A. Preterm

- A preterm birth is defined as one that occurs before 37 weeks of pregnancy.

#### B. Congenital Conditions

- 'Birth defects/congenital anomalies/congenital disorders/congenital malformations' is defined as 'structural or functional anomalies that occur during intrauterine life and can be identified prenatally, at birth, or sometimes may be detected later in infancy.
- Examples include inborn errors of metabolism, congenital malformations of the nervous system (e.g. anencephaly), congenital malformations of eye or ear (E.g. congenital cataract), congenital malformations of the circulatory system (e.g. atrial septal defect), congenital malformations of the respiratory system (e.g. choanal atresia, bilateral), cleft lip and palate, congenital malformations of the digestive system (e.g. anorectal atresia/stenosis/fistula), congenital malformations of genital organs (e.g. hypospadias), congenital malformations of the urinary system (e.g. obstructive urinary defects), congenital malformations and deformations of musculoskeletal system (e.g. polydactyl) and chromosomal abnormalities (e.g. Down Syndrome).

### 2. Why is the duration of unpaid leave offered for children (specification 3) pegged at 4 weeks?

- The duration mirrors the Public Service's Unpaid Infantcare Leave pilot (4 additional weeks of unpaid leave for parents with children below 1 year old).

### 3. Why is the duration of unpaid leave offered for immediate family members who are hospitalised (specification 4) pegged at 2 weeks?

- The intent of specification 4 is to only provide leave for care of immediate family members with serious caregiving exigencies. In 2016, the 90 percentile of length of hospitalisation stay by all Singapore Citizens is 11 days and the 95 percentile is 17 days.

### 4. Must the requests and responses be documented?

- The requests and responses should be documented according to your company's procedures to provide clarity for both the employer and the employee.

### 5. Must employees use up their annual leave (or other statutory leave provisions) before applying for unpaid leave?

- Employees are encouraged to first utilise their statutory leave. However, this is not a necessary condition.

### 6. How long after the hospitalisation would my employees be eligible for the unpaid leave?

- The eligibility period is subject to agreement between the employer and employee.



## FAQs for Tripartite Standard on Work-life Harmony (WLH)

1. **Do employers have to offer specific work-life practices in order to meet the requirements of the Tripartite Standard on Work-Life Harmony?**
  - The Tripartite Standard on Work-Life Harmony does not prescribe specific types of work-life practices that employers must offer to employees.
  - Apart from offering flexible work arrangements (FWAs) as part of the requirements of the TS on FWAs, employers who offer any two employee support schemes and two enhanced leave benefits will be able to adopt the Tripartite Standard on Work-Life Harmony.
  
2. **Are employers required to offer work-life practices to all employees?**
  - Work-life practices should be offered to all employees. However, understandably certain work-life practices may not be applicable to some employees due to the nature of their jobs, for example, employees who work on the frontlines may not be able to work-from-home. If this is the case, employers should explain the reasons for differences in work-life practices offered to different employees, and offer suitable alternatives where possible.
  - Employers should discuss suitable work-life practices that are able to meet the needs of both employers and employees, and are encouraged to offer a range of FWAs, employee support schemes and enhanced leave benefits to better meet the different work-life needs of their employees.
  
3. **What are some examples of work-life practices that I can easily implement in my company?**
  - Some examples of employee support schemes are: 1) family day, 2) health screening, and 3) team/company celebrations.
  - Some examples of enhanced leave benefits are: 1) paid compassionate leave, 2) paid marriage leave, and 3) paid study/examination leave.
  - These support schemes and enhanced leave benefits must be over and above what the law currently requires.
  - You may view the various types of employee support schemes here, and enhanced leave benefits [here](#).
  
4. **What are some examples of technological tools that can be used to support work-life practices?**
  - Some examples of technological tools include tools that enable remote working, workforce management, and digital transactions.
  - Remote working tools will enable online collaboration and the conduct of virtual meetings between employees, as well as digitally signing documents.
  - Workforce management tools will enable businesses to manage a distributed workforce by facilitating staff scheduling, staggered working hours, and work shifts. Some examples of such tools include Adaptive Pay, Frontier e-HR, and OpensoftHR.

**5. How can employers encourage the utilisation of leave benefits?**

- Employers should communicate clearly and regularly with employees on their available leave benefits within each year, and update them if there are changes. For example, employers could inform employees of their remaining leave benefits for the remaining calendar year at 6-monthly intervals.
- Employees should be made aware of the process to apply for leave benefits.
- Supervisors are also encouraged to regularly check in with employees and encourage them to utilise their leave benefits, when needed

**6. What are some expectations of the appointed WLH champion?**

- The WLH champion can be the same person as the FWA champion (required under the Tripartite Standard on FWAs).
- They must be a member of the organisation's senior management (e.g. Director or equivalent, or the HR manager of an SME). Their role is to advocate the adoption of work-life practices at the workplace and ensure the organisation's work-life policies are made known to employees.
- Some of the work areas that the appointed WLH champion can lead and oversee include:
  - Implementing and reviewing the organisation's work-life harmony policies, programmes and processes and its impact on work-life harmony;
  - Planning and organising events and activities to educate employees on the usage of work-life policies and work-life harmony; and
  - Allocating and managing resources to support work-life harmony in the organisation.

**7. What if the nature of my employees' job does not allow me to offer caregivers reduced hours upon request?**

- If reduced hours cannot be granted to caregivers, employers should discuss with employees the adoption of other work-life practices that would meet both parties' needs. Some examples of alternative work-life practices that can be adopted instead include:
  - Flexible work arrangements (e.g. staggered start/end times, telecommuting)
  - Enhanced leave benefits (e.g. family care leave)
  - Other forms of employee support schemes (e.g. subsidies for caregiving facilities).

**8. How should the effectiveness of the work-life harmony related programmes and policies be reviewed?**

- The awareness and usage of the adopted work-life harmony programmes and policies by all employees should be reviewed regularly, e.g. on an annual or bi-annual basis.
- To ensure that the work-life harmony programmes and policies meet the needs of employees, employers are also encouraged to regularly consult employees on the types of work-life practices that would be best suited to their needs and adjust their programmes that are offered accordingly.

- This could be done either via surveys, focus group discussions or staff engagement platforms.:

**9. What are the available resources for companies who would like to adopt the Tripartite Standard on Work-Life Harmony?**

- Employers may visit TAFEP's website [here](#) for articles and publications about implementing work-life practices to enable employees to achieve work-life harmony.
- Organisations who require support to implement work-life practices may consider Enterprise Singapore's Productivity Solutions Grant (PSG), which covers IT solutions, equipment and consultancy services to enhance business processes and improve productivity. Through the PSG, businesses will be able to implement online collaboration and virtual meeting tools, amongst others, to support the adoption of work-life practices.
- You can view the full list of supportable solutions under the PSG [here](#).

## FAQs for Tripartite Standard on Advancing Well-Being of Lower-Wage Workers (LWW)

### General

Practice	Applicable to which adopters?	Applicable to which workers?
Practice 2: Adoption of <a href="#">Tripartite Standard on the Employment of Term Contract Employees</a> (TS-TCE)	All adopters	Term contract employees hired by the firm
Practices 4, 5, 6: Training plan, career pathway for lower-wage workers; recognition of skills & proficiency in hiring & promotion; support for learning		All workers hired by the firm
Practice 7: Attainment of <a href="#">bizSAFE Level 2</a>		All workers hired by the firm AND outsourced workers working in the firm's premises
Practice 8: Total WSH module or at least 1 equivalent WSH programme		
Practices 9 & 10: Provision of rest areas		
Practice 3: Fulfill min. training requirements for <a href="#">Progressive Wage</a> (PW)-eligible job roles	Adopters that hire PW-eligible workers <sup>1</sup>	PW-eligible workers hired by the firm

#### 1. If my organisation does not currently hire any lower-wage workers, can it still adopt the TS-LWW?

- An organisation will still be eligible - and highly encouraged - to adopt the TS-LWW even if it does not currently employ any lower-wage workers. Although the TS is primarily focused on advancing the well-being of lower-wage workers, some of the practices relating to workplace safety and health as well as ensuring the provision of rest areas as buyers of outsourced services are still relevant even for organisations without lower-wage workers. The organisation's adoption of the TS-LWW will also serve as a commitment to follow these practices if it does hire lower-wage workers in future.

#### 2. What are some available resources to help organisations wishing to adopt the TS-LWW?

Practice	Resource
Practice 2: Adopt TS-TCE	More on <a href="#">TS-TCE</a>
Practice 3: Fulfil minimum training requirements for Progressive Wage-eligible job roles	More on <a href="#">Progressive Wages, including training requirements</a> ( <i>NOTE: info will be updated as new PWs are launched</i> )

<sup>1</sup> Workers covered under Occupational or Sectoral Progressive Wages. To find out about the sectors and occupations currently covered, please visit [this link](#) for more information.

Practices 4, 5 & 6: Training plan, career pathway for lower-wage workers; recognition of skills & proficiency in hiring & promotion	Templates can be found on <a href="#">SSG Skills Framework</a> website and NACE website (for <a href="#">OJT blueprint template</a> )
Practice 7: Attainment of bizSAFE Level 2	More on <a href="#">bizSAFE Level 2</a> List of <a href="#">recommended training providers</a> SMEs can obtain bizSAFE L2 at no cost via <a href="#">StartSAFE</a> <b>Check your company's bizSAFE Level <a href="#">here</a></b>
Practice 8: Total WSH module or at least 1 equivalent WSH programme	<a href="#">Total Workplace Safety and Health</a>
Practices 9 & 10: Provision of rest areas	<a href="#">Workcare Grant</a> may be used to co-fund rest areas for outsourced workers, subject to conditions being met

**3. What are some examples of support to help lower-wage workers upskill, that would help my organisation fulfil [Practice 6](#)?**

- Some other ways employers can support their workers' training needs include.
  - i. Study leave
  - ii. Time-off to attend training
  - iii. Flexible work schedules to accommodate course timings

## Workplace Health and Safety

**4. Is there any available funding to offset the cost for the bizSAFE Level 2: "Develop a Risk Management Implementation Plan" course?**

- **Course Fee and Absentee Payroll Funding** are available\* for employers who sponsor employees for training. For more information on the funding, click [here](#).  
*\*Funding eligibility and amount is subject to SkillsFuture Singapore (SSG)'s assessment and approval.*
- Alternatively, companies can register for WSH Council's free [StartSAFE](#) programme when available, estimated from Apr 2022 onwards. Small and Medium Enterprises from low risk to medium risk industry sectors may apply.

**5. Where can I find the list of approved training organisations (ATOs) for bizSAFE Level 2 : "Develop a Risk Management Implementation Plan" course?**

- Please click [here](#) for the list of ATOs.

**6. If my organisation had previously attained bizSAFE Level 2 but the bizSAFE status has expired, has it met the bizSAFE requirement for the TS-LWW?**

- Yes, provided that the Risk Management Champion is still with the company. However, your organisation is strongly encouraged to progress to bizSAFE Level 3 in order to further advance your organisation's WSH standards.

**7. What does the Total Workplace Safety and Health programme entail?**

- The [Total WSH programme](#) contains seven free\* modules: weight management, ergonomics, mental well-being, infectious disease control, general safety and health, health screening and coaching, and safety coaching.

*\*Certain conditions apply for health screening.*

Module Type	Composition & Criteria
(i) Health screening and Coaching (Screening covers assessment of Body Mass Index, blood pressure, blood glucose and lipids)	1 pre-health screening with at least 3 coaching sessions and 1 post-health screening
(ii) Weight Management	At least 4 hours' worth of activities in the form of at least 2 sessions of physical activity and 2 talks
(iii) Ergonomics	At least 3 hours' worth of activities in the form of talk, ergonomic demonstration and/or stretching exercises
(iv) Mental Well-Being	At least 1 iWorkHealth survey and at least 2 hours' worth of talk/workshop
(v) Infectious Disease Control	At least 2 hours in total in the form of talk and at least 1 worksite walkthrough
(vi) General Safety and Health Talk	At least 3 hours' worth of talks
(vii) Safety Coaching [Please note that provision of Safety coaching module alone cannot constitute fulfilling a workplace health promotion programme.]	On common hazards and control measures (e.g. Slips, trips and falls, safe use of machinery, vehicular safety, work at heights) (at least 3 coaching)

**8. What are some examples of workplace health promotion programmes that would help my organisation fulfil [Practice 8](#)?**

- Programmes can be any workshops/activities on topics relating to chronic conditions, infectious disease control, mental health, or healthier lifestyle of similar total duration to programme types listed in Q7, such as those under by Health Promotion Board's Workplace Outreach Wellness Package.

**Rest Areas**

**9. For employees with a regular workspace (e.g. office workers), what are some examples of arrangements that would count as fulfilling [Practices 9 and 10](#)?**

- Most office-based employees have access to a pantry, which would normally satisfy the requirements as most pantries would provide a facility for employees to make simple refreshments (e.g. kettle for hot drinks), have seating, and be reasonably well-lit and ventilated.
- However if this is not possible, minimally, office workers should be able to safekeep their belongings at their workstations, and have access to drinking water (e.g. from a nearby water cooler).