

ANNEX C - FACTSHEET ON THE FAIR EMPLOYMENT PRACTICES INDEX

Fair & Progressive Employment Index: “Health Check” for organisations

- *Organisational culture self-assessment tool customised to local context*
- *Fair and progressive organisational culture helps to build up human capital development in the long run*

The Fair & Progressive Employment Index (FPE Index) was designed to help employers create a fair and progressive organisation culture and workplace, to recruit, attract and retain talent. Developed in collaboration with the National University of Singapore, it is a free, online self-assessment tool which allows employers to benchmark their practices against their industry peers, or other organisations in Singapore. The Index also helps employers identify areas for improvement and provides recommendations for next steps.

Fair and progressive organisations recognise the synergy derived from harmonising diverse elements in their workforce and are attentive to the contextual environment in which they operate. Their holistic approach towards manpower management and engagement enables them to be future-ready and more agile in responding to changes in the manpower landscape and the business environment. Some shared values displayed by these organisations include fairness, inclusion, agility, productivity and sustainability.

Apart from values, the foundation of the FPE Index is based on 3 main dimensions – Leadership, Systems, Communication. It measures the extent of the organisations’ belief in the value of leveraging individual differences to reap benefits for the business and the employee. Unlike a checklist or an audit, it takes employers on a learning journey, starting with an assessment to determine the current stage of the organisation and guide them to attain their goals.

To date, 204 organisations from various industries have used the self-assessment survey in the FPE Index, with about 65% of the respondents from small and medium enterprises.

Benefits of implementing fair and progressive practices:

Access to a wider talent pool

By having employees of different age range and gender, organisations can tap into a range of valuable and diverse experience, skills and talents.

Increased productivity and staff retention

When employers recruit and reward employees based on ability and skills, this builds the employees’ confidence and respect for the employer. This leads to higher efficiency in work, morale and staff retention.

Innovation leading to business growth

A diverse workforce can help increase innovation and creativity fresh ideas and unique perspectives can be shared to grow the business.

Greater customer satisfaction

A diverse workforce may provide unique insights into the minds and experiences of the customers and target markets.

Deployment flexibility

A diverse workforce provides the flexibility to maintain the right staff levels while allowing employers to meet their objectives.

Be a sought-after employer

Companies with a reputation for following fair employment practices may find it easier to attract, recruit talent, and enjoy better customer satisfaction levels.

Profiles and Quotes from employers

Kleen-Pak Products Pte Ltd

A leading supplier of premium quality branded and private label wet wipes, it offers a plethora of wipes for all conceivable applications, from designing to manufacturing, marketing and distribution.

“As an SME in Singapore such as ours, we often face challenges in filling our vacancies due to expansion in operations or staff turnover. Our management recognised that in order to attract and retain talent, it is important that our HR practices are fair and in line with best practices. While we strive to do the right things for our employees, we are often unsure on their sentiments about the company and their jobs. We are glad to be one of the early users of the FPE Index. As the employee surveys were anonymous, we did not face resistance from our employees in completing them. In fact, their responses were returned within half a day! The tool also showed us the gaps between the organisation and employees’ perception in terms of the performance of our leadership, HR systems and communication towards building a culture of fairness, inclusiveness, agility, productivity and sustainability. While we noted that the gaps were not that wide, our management came to a consensus that we should work on further engaging our staff. These can be done through our on-going social and recreational activities, and internal surveys which allows our employees to rate their immediate supervisors’ performance. We hope that our employees recognise that we are a company which strives to be progressive in its HR practices, and their opinions matter to us,” said Ms. Sharon Chng, Human Resources Manager, Kleen-Pak Products Pte Ltd

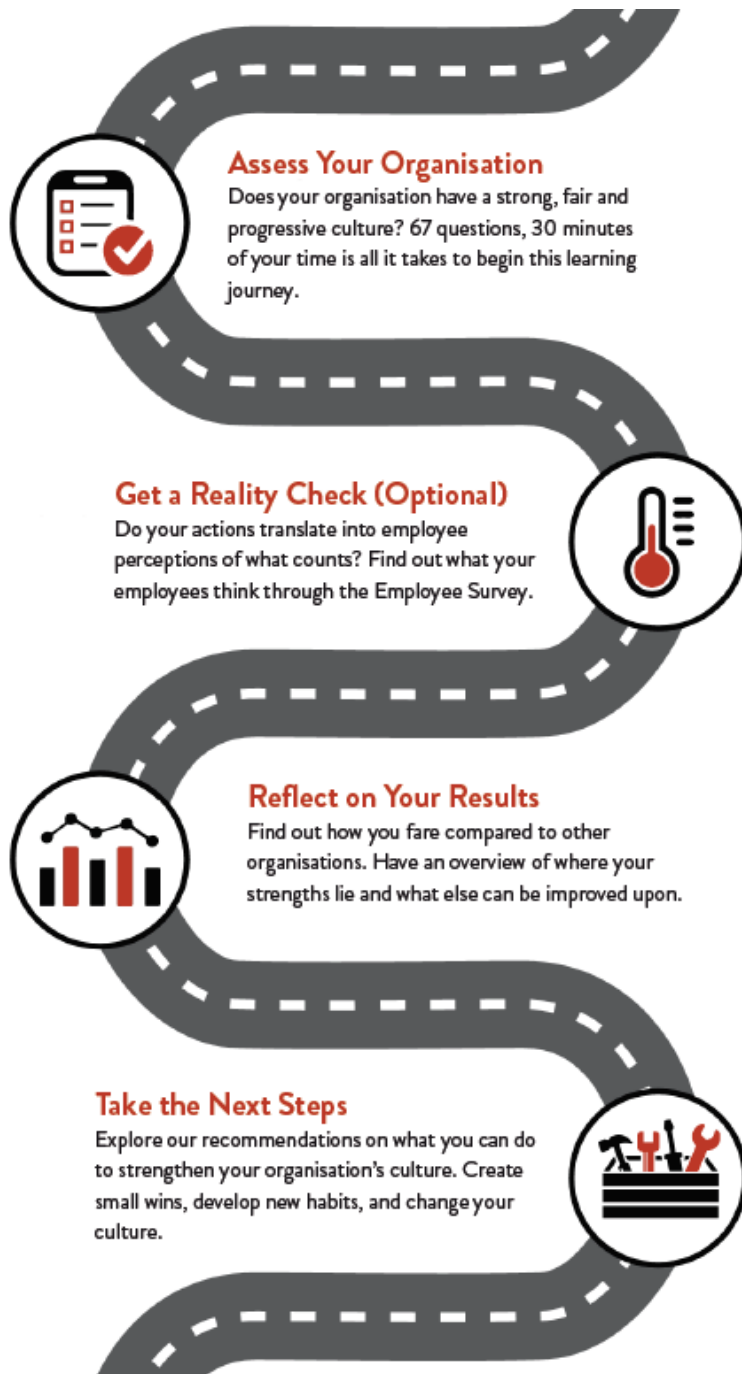
No Deviation Pte Ltd:

A client-oriented engineering company which provides technical services to end users with main areas of operations within Bio-pharmaceutical/ pharmaceutical industries with a focus in commissioning and qualification.

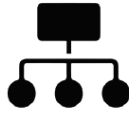
“We recognise the importance of implementing fair progressive employment practices, and the benefits that it will bring to our organisation. The FPE Index has been useful and provided us a gap assessment on where we were lacking. We are making changes such as reworking our employment contracts, setting clear benchmarks for different job positions and rankings, and developing career and training plans for our employees. While this may take time, we believe that the key enablers to success will be by taking small steps and implementing the changes with consistency, transparency and fairness,” said Azzei Azman, Operations Lead, No Deviation Pte Ltd.

For more information, employers may visit <https://fairprogressive.sg> or email their queries to fairprogressive@tafep.sg.

FPE Index - The Learning Journey



Your learning journey begins with the creation of a personal account, representing your organisation or department. This is an important feature because you can create an account to assess culture at both the organisational and departmental level. After creating and logging into your account, you will be presented with the dashboard that grants you access to 4 modules that will guide you along the journey:



The Organisation Module

Assess your organisation's fair and progressive culture through a user-friendly online survey.



The Analysis Module

Analyse your assessment scores and access recommendations from the integrated portal.



The Employee Module

Administer an employee climate survey to identify gaps in practices and perceived effectiveness.



The Report Module

Download printable copies of your results and recommendations.

The Organisation Module: Take The Assessment

This consists of 67 items, categorised by the 3 main dimensions of Leadership, Systems, and Communication. The dimensions are further broken down into 8 sub-dimensions of Role Modeling, Resource Allocation, Measurement & Control, Workforce Planning, Rewards & Recognition, Employee Relations, Stories & Statements, and Symbols & Activities.

Principle, not Practice.
Each statement reflects a principle and not a practice. You can adopt this principle but implement it in innovative ways that best suits the context of your organisation.

Links to references.
Click on these hyperlinks to access useful resources that can help you in your learning journey.

Response options.
If you believe that your organisation has sufficiently adopted this principle in its practices, respond with a "Yes", else indicate a "No".

D1: Our organisation has a short-term manpower plan¹ to meet business needs.

For example:

- Tap on Government Initiatives such as the Career Support Programme (CSP)², Professional Conversion Programmes³, P-Max⁴ and other Place-and-Train Programmes⁵ to maximise manpower supply.

Links to additional resources:

- Career Support Programme (CSP)
- Professional Conversion Programmes
- P-Max
- Place-and-Train Programmes

Place-and-Train trainees will normally be hired by an employer participating in the programme before commencing training to acquire the necessary skills for the job that they are recruited for. Under PiT programmes, the trainees do not pay any fees as their training will be supported and co-funded by their employers and WDA. These trainees will also receive their salaries as usual, as they are already employed once they join the PiT programme.

☐ Yes
 ☐ No

Additional Comments: Give examples of how this is done in your organisation:

Examples of Principle-in-action.
We have provided examples of how you can implement this principle as practices in your organisation.

Definitions.
To help you better understand the statement and reflect upon its intended meaning, we have provided the definitions of important terms and phrases.

Additional comments.
Use this as a journal to jot down your reflections from the statement. Your input will be incorporated into the printable Detailed Reports.

← PREVIOUS
16 of 67
NEXT →

The Employee Module: Administer Employee Climate Survey

This is an optional tool for you to measure gaps in employees' perceptions of what the organisation and its leaders are doing. The survey also assesses employees' perceptions on how they feel working in the organisation – their sense of inclusion, engagement and purpose – all of which act as “vital signs” of employees in fair and progressive organisations. In this module, we provide you with the necessary tools and structure to administer the employee climate survey.

- 1 Initiate Survey Organisation Size Custom Previous Survey
- 2 Distribute Survey Anonymous Survey Link
<https://fairprogressive.sg/s/j5b10> Copy
- 3 Track Response
- 4 Close Survey You have met the minimum number of responses
No further responses will be accepted once the survey is closed Close Survey
- 5 View Analysis View your Employee Perception Score

Anonymity of Responses

It is of utmost importance that the identity of employees who participate in this survey is protected. We have two mechanisms in place to ensure maximum anonymity of employee responses: (1) The survey can only be closed and results viewed when we hit a response rate of at least 10% of the organisation's size or 10 completed surveys, whichever is higher; (2) a single survey link is generated and distributed to all employees, making it not possible to track who has completed the survey.

Email Template

We have provided a sample email text that you can copy, paste and edit to accompany the survey link to be sent out to your employees.

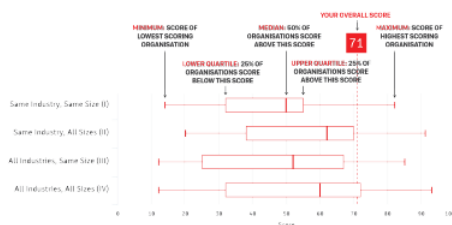
View Analysis

Cross-link to the “Analysis Module – Employee Gap Score” to see your results.

The Analysis Module I: Understand Your Overall Results

Overall Score

The overall score is computed based on a weighted average of the Leadership, Systems, and Communication dimension scores. The most critical dimensions, Leadership and Instituted Systems are weighted at 50% and 40% respectively. Communications, which reinforces the other two dimensions, is weighted at 10%.



Benchmark Analysis - The Box Plot Explained

We have provided four box plots to help you understand how you fare compared to different samples. These box plots display only when there are at least 10 responses for the respective samples. This ensures anonymity of organisational responses.

Baseline Score

We have identified 26 principles and practices that are fundamental for fair and progressive organisations. Your baseline score indicates how many baseline questions you have answered affirmatively.

Values Score

Each of the items in the organisational survey reflects one or more fair and progressive values in its implementation. These normalised scores reflect how well you fare in the fair and progressive values. The Sub-Dimension analysis shows you a Values tag for each item, helping you further reflect on how you have fared.



Dimension Score

Each of these dimension scores is normalised across all the items that capture the dimensions of Leadership, Systems, and Communication. These scores are further weighted and aggregated to form the aggregate score.

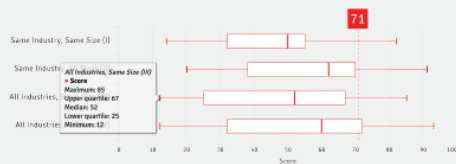
Employee-Gap Score

These scores are optional and indicated with a “?” until the employee survey is completed. These normalised scores can be compared with the respective dimension score to reflect on whether your perceived organisational practices match with employee perceptions.

Employee Perception Score

This score is only available after the employee survey has been successfully deployed. It captures important felt emotions and attitudes that are reflective of working in a fair and progressive organisation.

This module allows you to drill down the analysis into each of the 8 sub-dimensions.



For each of the sub-dimensions, you get to reflect at both the sub-dimension and item-level how you fare against other organisations who have completed the survey. You will also get to access practical recommendations that suggest how you can make progress in strengthening the fair and progressive culture in your organisation.

Why is culture important?

To achieve a fair and progressive organisation, you could try changing your HR systems, send people for teamwork training, or set up a grievance system. While these could have important impact, they would only affect certain systems, and just part of your workforce. As people leave, or economic factors change, some of that impact could disappear. But what if there were a way to make greater and longer lasting impact?

There is: change your culture. A culture is more powerful than the sum of all its parts. It is an intertwined set of goals, roles, values, systems, processes, communication, beliefs and assumptions. And once it's in place, all those

interlocked parts combine to resist attempts to change it. It's powerful, patterned and persistent.

Your organisation already has a culture. It might not truly match your mission statement or be exactly what your leaders wish it could be. Over time, your culture will change, typically becoming more homogenous, decreasing your diversity and exposure to new ideas. Unfortunately, a fair and progressive culture does not usually develop on its own.

But you don't have to leave your culture to chance. Here is your opportunity to create a fair and progressive culture for your organisation. We have created manageable steps, which are targeted at your organisation's level.

In the Recommendations section you will find three levels of recommendations under each category.

First Level: Small Wins

In the Small Wins recommendations sections, you start with bite-sized tasks. You will work on building essential competencies and creating frameworks upon which systems can be built. While these tasks may challenge you, they are well within your reach. They are also designed to create a real impact, on your leadership, staff and/or organisation as a whole. When people see that these small changes make an impact on your organisation, they will start to buy in to your fair and progressive organisational goals. Each new task and accomplishment is another "small win", which helps you build momentum and create your desired culture.

Second Level: New Habits

Once you've accomplished some important fundamentals, it's time to adopt a more systematic approach as you continue to develop your fair and progressive culture.

New habits are created through principled action that is repeated and consistent. In this section you will plan, establish new systems, and make some important decisions. The impact and rewards of these tasks might not be as visible in the short term as they were in the Small Wins section. Your main challenge will be to stay the course and be consistent. However, you have already proven your abilities in Small Wins, and gotten some buy in from your workforce.

Third Level: New Cultures

In the final stage of embedding a fair and progressive culture, you are going to be asking yourselves some tough questions, and tackling issues that will be challenging.

When your systems and habits start to become a new culture, you'll see yourselves starting to act on principle. This is when you and your workforce believe that you apply fair and progressive principles because it's the right thing to do. When it all becomes second nature or it's hard to think of yourselves doing it differently, you have arrived at a new culture.