



## A START-UP KIT



**T**ripartite  
**A**lliance for  
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**E**mployment  
**P**actices

Produced by:

**T**ripartite  
**A**lliance for  
**F**air  
**E**mployment  
**P**actices

**[www.fairemployment.sg](http://www.fairemployment.sg)**

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# HOW TO USE THIS START-UP KIT

## AIM

The aim of this start-up kit is to help organisations (especially SMEs) kick-start their diversity and inclusion (D&I) journey. Diversity and inclusion have always been seen as a cost to business but studies have shown that focusing on D&I actually makes business sense in the long run. Besides increased employee engagement and satisfaction, diversity is also linked to an increase in creativity and innovation. A D&I policy also helps to create a sense of belonging and teamwork, thereby increasing employee loyalty and dedication to the job. There are also opportunities for organisations to expand their operations into different markets and regions. Given the speed and scale of growth in Asia Pacific and the issues with talent retention, this may be the key for businesses to increase their competitive edge.

*This start-up kit introduces three key steps for organisations to start their D&I efforts:*

- 1) Assess
- 2) Plan
- 3) Execute and Evaluate

*This start-up kit covers the following areas:*

- 1) Overview of D&I in Singapore
- 2) Benefits of engaging in D&I practices
- 3) Steps to kick-start D&I in the organisation (includes assessment tools and action guides)
- 4) In-depth focus on specific areas of diversity (includes tips, best practices and case studies)

## USAGE

For those who are new to D&I, it is recommended that you read the start-up kit in the order that it is presented. Begin with the introduction in Section 1 to learn more about D&I and why it is beneficial, then look at the steps to take to implement D&I initiatives. Finally, based on the diversity of your workforce, look at the sub-sections in Section 3 that provide deeper insights into specific groups of employees.

For those who are already familiar with the concept of D&I, you may begin with Section 2, which provides you with the steps needed to implement D&I initiatives in your organisation. Pull-out versions of the three assessment tools and templates for the action plan and communication plan can be found at the end of the start-up kit. You can make copies of them so you can use them over and over again.

For those who already have general D&I practices in place and want to find out more about specific areas of diversity, you may want to skip ahead to Section 3 and select the area of diversity that you would like to focus on.

Note that this start-up kit is only meant to help organisations kick-start D&I practices. More resources with detailed plans and guidelines for developing these practices can be found in the Resource Guide at the end of the start-up kit.

Finally, as the saying goes, “practice makes perfect”. So, simply reading this guide but not taking action will not help your organisation progress along the path of D&I. As the case studies in Section 3 suggest, take baby steps and make changes along the way. It is only through practice that you can implement successful D&I initiatives. Start your D&I journey today!

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# SECTION 1

## INTRODUCTION



THIS section provides an overview of the landscape for diversity and inclusion in Singapore. It will also explain what diversity and inclusion mean and why it is important to have them on the business agenda.

## 1.1

# BACKGROUND OF WORKFORCE AND WORKPLACE CHANGES IN SINGAPORE

IN the last decade, Singapore's workforce has become increasingly diverse. It is not uncommon to find people of different ages, gender, ethnicity, and nationality working together in the same organisation. According to the Ministry of Manpower's Report on Labour Force in Singapore (2011)<sup>1</sup>, there has been a rise in the number of women and non-residents in the workforce.

Also, the number of employees between the ages of 15 and 24 has increased from last year. This trend suggests that the workforce of tomorrow will not be the same as it is today and action needs to be taken to ensure that this greater diversity will not result in problems, but rather, increased organisational effectiveness. As such, it is important for organisations to design and create policies and practices to ensure an inclusive and harmonious workplace.

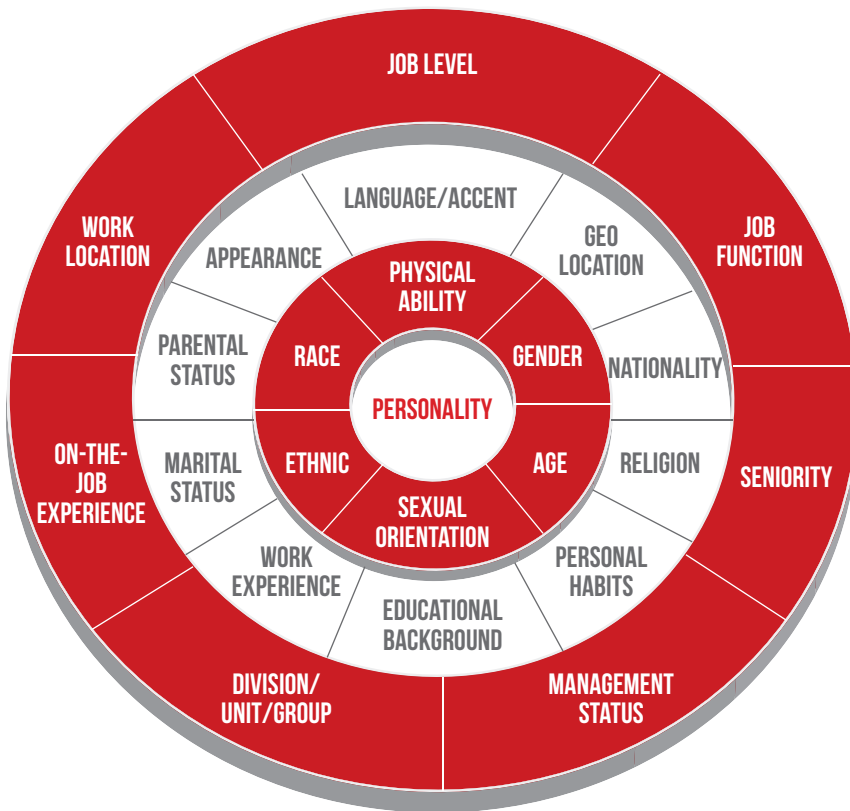
## 1.2

# WHAT IS DIVERSITY AND INCLUSION?

**DIVERSITY** simply means variety. A diverse workforce means having a variety of people in your workforce. Dimensions of diversity may be visible (e.g. gender, ethnicity, physical abilities) or invisible (e.g. religion, nationality, intellectual disabilities). Some differences may be extremely relevant and salient in the workplace, while other differences are hardly noticed and do not seem to be important.

<sup>1</sup>For more information, see the Ministry of Manpower's Report on Labour Force in Singapore 2011.

Some of the dimensions of diversity are presented in Figure 1. Regardless of what dimensions of diversity are present, the key is to focus on building an inclusive workplace in order to reap the benefits of diversity. Diversity is a fact, but inclusion is a choice.



**FIGURE 1. DIVERSITY DIMENSIONS WHEEL**

*Source: Gardenswartz & Rowe, 2007*

**INCLUSION** goes beyond merely having a mix of employees with different demographics and backgrounds in the workplace. It is about appreciating employees for the unique value they bring to the workplace, and leveraging on those differences to add value to the organisation so that both the person and the organisation can flourish.

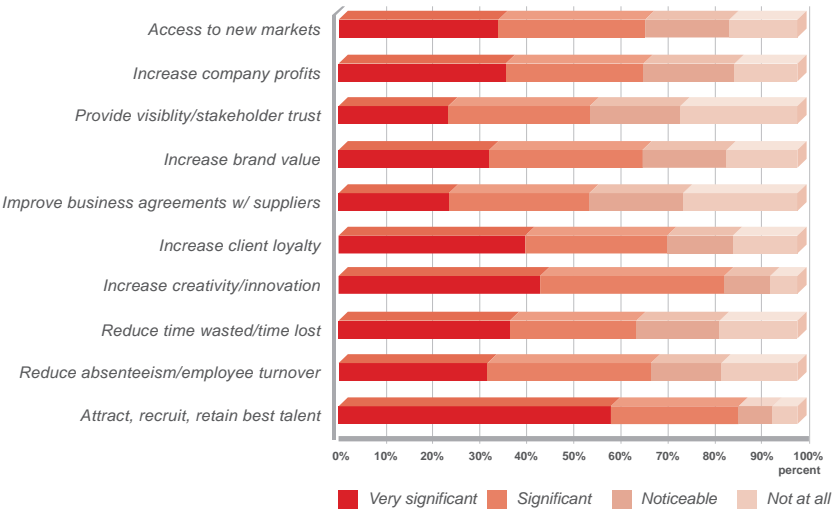


1.3

# WHAT ARE THE BENEFITS OF DIVERSITY AND INCLUSIVE PRACTICES?

THERE are many reasons why diversity and inclusion are beneficial to organisations. Research has generally found that organisations with a focus on diversity and inclusion reap benefits such as stronger financial performance and greater ability to attract and retain talent.

While most of this research has centred on large multinational corporations, similar benefits have been found for SMEs. Figure 2 below shows the benefits reported by SMEs from a study of 1,200 SMEs in Europe. We would expect similar benefits to be found for SMEs in Singapore.



**FIGURE 2. SME BUSINESS BENEFITS ASSOCIATED WITH DIVERSITY**

Source: Diversity for talent and competitiveness: The SME business case for diversity, p15 © European Union, 2008

Findings from the study suggest that diversity enables SMEs to:

### ATTRACT, RECRUIT AND RETAIN TALENT

MORE than 85 per cent of the SMEs surveyed reported that diversity policies had a significant impact on their ability to attract, recruit and retain high quality employees. This is particularly important for SMEs as they often lack the resources that larger organisations have to attract and retain talent. This suggests that inclusive practices may be a cost-effective way of obtaining and keeping talent for the organisation.

### INCREASE CREATIVITY AND INNOVATION

A FOCUS on diversity was also linked to an increase in creativity and innovation. The SMEs reported that employees with different backgrounds bring with them different perspectives and this helps to enhance creativity in the organisation. When these differences in perspectives are respected, appreciated, and harnessed, innovation may result.

### INCREASE EMPLOYEE ENGAGEMENT, EMPLOYEE LOYALTY AND COMMITMENT

ORGANISATIONS reported that diversity results in improvements to employees' workplace experience. A diversity policy could help to create a sense of belonging, thereby increasing employee loyalty and dedication to the job. These SMEs also noted a reduction in absenteeism, employee turnover, and time wasted and time lost in hiring replacements and retraining. Having a diverse group of employees may also result in surprising opportunities within the organisation. For instance, older employees who have been with the organisation for a longer period of time may take on additional mentoring or coaching roles to help younger employees accelerate their development. They can share their knowledge and skills, be a role model to them, and provide them with additional learning opportunities.

## INCREASE BRAND VALUE, CUSTOMER LOYALTY, AND ACCESS TO NEW MARKETS

RESULTS of the study also suggest that SMEs who have a diverse workforce may better reflect the diversity within the community, thereby increasing customer interest and loyalty. In addition, the diversity within the workforce enables them to have a better understanding of customers' interests and needs, and allows them to relate better to customers. This deeper understanding of customers' needs is also found to be useful in accessing new markets.

SMEs face multiple challenges related to a lack of resources. Leveraging diversity may be a cost-effective way to overcome many of these challenges because when diversity is managed well, it can help organisations to *increase market competitiveness and broaden their customer base*.

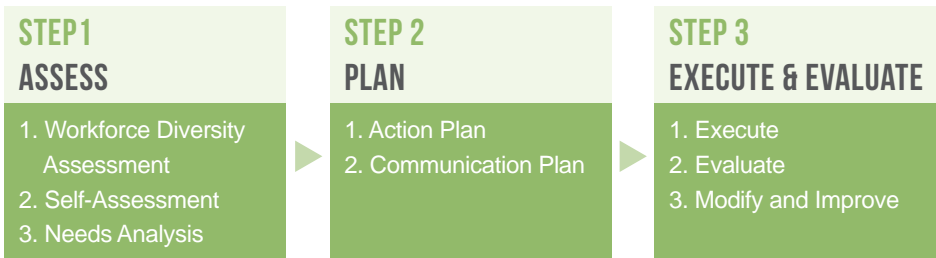
## SECTION 2

# FIRST STEPS TO DIVERSITY AND INCLUSION (THE DIY GUIDE)



THIS section provides a step-by-step guide for organisations to kick-start their journey to embracing diversity. The three key steps are listed below and described in detail on the following pages.

1. **ASSESS**
2. **PLAN**
3. **EXECUTE AND EVALUATE**



## 2.1

### ASSESS

THE first thing that organisations should do when starting their diversity and inclusion journey is to analyse their workforce and identify the areas in which they would like to make changes. This can be done by conducting several assessments to answer the following questions:

1. What is my organisation's diversity profile?
2. What is my attitude towards diversity and inclusion?
3. How are we managing diversity currently and what more can be done? What are the organisational benefits or opportunities related to diversity?

The table below shows the three assessments, the questions they answer and the individuals within the organisations who should perform these assessments.

ASSESSMENT	ANSWER THE QUESTIONS	WHO SHOULD DO IT?
<b>Workforce Diversity Assessment</b>	What is my organisation's diversity profile?	Owner-manager HR manager Anyone involved in manpower planning within the organisation and/or has access to the employee database or personal particular
<b>Self-Assessment</b>	What is my attitude towards diversity and inclusion?	Owner-manager HR manager Anyone else involved in designing the diversity initiatives
<b>Needs Analysis</b>	How are we managing diversity currently? What more can be done? What are the organisational benefits or opportunities related to diversity?	Owner-manager HR manager Anyone else involved in designing the diversity initiatives

## ASSESSMENT #1: WORKFORCE DIVERSITY ASSESSMENT

### WHAT DOES MY ORGANISATION'S DIVERSITY PROFILE LOOK LIKE?

KNOWING your organisation's diversity profile helps you to know which areas of diversity to focus on. The majority of your workforce could be made up of a specific group of employees (e.g. women, older workers), so knowing what your workforce profile looks like will help you to develop appropriate policies and practices.

To help you understand the demographics of your workforce better, TAFEP has developed an online tool that you can use to assess your workforce profile. This tool helps you to calculate the age, gender, nationality, and race profile of your workforce. It can be found on this website:

[www.fairemployment.sg](http://www.fairemployment.sg) > Resources > E-Learning & Tool Kits

Write down the results of your workforce diversity assessment in the column labelled "My Workforce Diversity Profile" (e.g. "male: 20%, female: 80%"). Do this for all the diversity dimensions listed, where applicable. Use the reflection questions that follow to analyse your workforce diversity profile.

DIVERSITY DIMENSION	MY WORKFORCE DIVERSITY PROFILE
Gender	
Age	
Ethnicity	
Nationality	
Religion	
Physical Ability	
Marital Status	
Parental Status	
Eldercare Responsibilities	

*Note that the online tool only helps you to assess your workforce diversity along the four dimensions of gender, age, ethnicity, and nationality. However, more dimensions are provided in the table above for your own analysis and usage.*

## REFLECTION QUESTIONS

1. What are the characteristics of a typical employee in my organisation?
2. Are most of the employees in my organisation of a particular gender, ethnicity, etc? If yes, is it because of the requirements of the job or biases in the hiring process?
3. Given the workforce diversity profile of my organisation, which diversity dimensions would we like to focus on as we go forward in promoting diversity and inclusion in the organisation?

## ASSESSMENT #2: SELF-ASSESSMENT

### WHAT IS MY ATTITUDE TOWARDS DIVERSITY AND INCLUSION?

THE success of the diversity initiatives depends very much on the individual(s) driving it. However, as a result of the influences from the environment we grew up in and our lack of awareness of people who are different from us, we may have our own personal biases or prejudices. This may prevent us from doing a good job in creating an inclusive workplace.

The following self-assessment helps to create greater awareness of your attitude towards diversity and inclusion by focusing on your behaviour at work.

### INSTRUCTIONS

The statements below describe specific diversity-related practices. Please take time to reflect on each of the statements and circle the number that best reflects how frequently you engage in each of the following practices. Be honest with yourself as you are answering the questions.

HOW FREQUENTLY DO I...	NEVER	RARELY	SOMETIMES	OFTEN	CONSISTENTLY
1. Encourage and value different perspectives, ideas and work styles	1	2	3	4	5
2. Proactively seek out ideas of people who do not think as I do and express appreciation for their input even when we disagree	1	2	3	4	5



HOW FREQUENTLY DO I...	NEVER	RARELY	SOMETIMES	OFTEN	CONSISTENTLY
3. Seek to understand and communicate the business case for fair employment and inclusion at our organisation	1	2	3	4	5
4. Contribute actively to the creation of a work environment of mutual respect among all employees	1	2	3	4	5
5. Provide timely feedback to direct reports and colleagues keeping in mind effective motivation approaches and feedback styles in a diverse work environment	1	2	3	4	5
6. Expand beyond the usual “go to” people based on habit and comfort to ensure broader input and different perspectives	1	2	3	4	5
7. Pay attention to meeting dynamics to ensure that I and others are not talking over team members	1	2	3	4	5
8. Remain aware of the potential impact of my own biases and prejudices on my interactions at work	1	2	3	4	5
9. Develop working agreements with team members and/or co-workers to ensure that diverse backgrounds, work experiences and perspectives are fully utilised	1	2	3	4	5
10. Speak up when someone makes an inappropriate comment or offensive joke	1	2	3	4	5
11. Mentor or be mentored by someone of a different age, race, gender or other diversity dimension	1	2	3	4	5
12. Seek out and encourage innovative approaches and new perspectives for better business results	1	2	3	4	5
13. Actively seek out opportunities to demonstrate my commitment to fair employment and inclusion at our organisation	1	2	3	4	5
14. Share fair employment and inclusion success stories across the organisation	1	2	3	4	5
15. Pay attention to improving my listening skills so that I better understand other perspectives	1	2	3	4	5
16. Proactively reach out to colleagues and direct reports of different backgrounds than my own to share unwritten rules and how to function successfully in our organisation	1	2	3	4	5

## SCORING

WE focused on four areas of diversity practice in this self-assessment. Each area of diversity practice is denoted by four items. To obtain your total score for each of the areas, sum up the individual score for each of the items listed under the area of practice. Write it in the appropriate cell in the column labelled “total score”.

AREA OF DIVERSITY PRACTICE	ITEMS	TOTAL SCORE
Creating inclusion	1, 4, 7, 8	
Leveraging a diverse workforce	5, 9, 15, 16	
Seeking out diversity	2, 6, 11, 12	
Values in action	3, 10, 13, 14	

## MAKING SENSE OF YOUR SCORE

The possible range of scores for each area of diversity practice is 4-20. If your score falls outside the range, please read the instructions again and recalculate your score. A score above 16 suggests that you frequently engage in diversity practices related to that area of practice. A score below 8 suggests that you rarely engage in diversity practices in that area of practice. Scores in between indicate a moderate frequency of engaging in these practices.



THE four areas of diversity practice are defined as follows:

AREA OF DIVERSITY PRACTICE	DEFINITION
Creating inclusion	Create and maintain an environment where employees are valued, included and respected
Leveraging a diverse workforce	Fully utilise the talents and skills of employees across all dimensions of diversity
Seeking out diversity	Strategically seek out diversity in key business process (decision-making hiring promotions and leadership) for improved business results
Values in action	Employees at all levels of the organisation put the best practices of creating inclusion, leveraging diversity and seeking out diversity into tangible actions

Source: Aperian Global © 2012

## REFLECTION QUESTIONS

1. What are the areas of diversity practice in which I had scores above 16? What strengths have led me to be most successful in these areas?
2. What are the areas of diversity practice in which I had scores below 8? What challenges am I facing in these areas?
3. What are the specific ways in which I intend to demonstrate my commitment to fair employment and inclusion?

## ASSESSMENT #3: NEEDS ANALYSIS

### HOW ARE WE MANAGING DIVERSITY CURRENTLY AND WHAT MORE CAN BE DONE? WHAT ARE THE ORGANISATIONAL BENEFITS OR OPPORTUNITIES RELATED TO DIVERSITY?

THE first two assessments helped you to understand your organisation's workforce profile and build awareness of your attitude towards diversity. This final assessment focuses on the policies and practices that currently exist within your company and helps to identify areas that you can improve on.

### INSTRUCTIONS

BELOW is a list of diversity and inclusion practices. Assess whether your organisation has these practices by circling the appropriate response (1=Yes, 0=No).

LEADERSHIP SUPPORT		YES	NO
1.	Our senior management understands the importance of diversity and inclusion to our organisation's success.	1	0
2.	Our senior management supports the creation of a diverse and inclusive environment within the organisation.	1	0
3.	Our senior management shows their commitment to workplace inclusiveness and harmony through their words and actions.	1	0
Subtotal:			

### DIVERSITY POLICIES

1.	We have formal written diversity policies.	1	0
2.	The diversity policies that we have are communicated to employees.	1	0
3.	We enforce these diversity policies, i.e. these policies do not simply exist in name but in practice as well.	1	0
Subtotal:			

**ALIGNMENT WITH REGULATORY AUTHORITIES****YES NO**

1. We are aware of the labour laws in Singapore and abide by them.
2. We adopt Tripartite Guidelines on fair employment practices.
3. We regularly review and update the diversity policies that we have in accordance with new legislation and guidelines.

Subtotal:

**HR PROCESSES: RECRUITMENT AND SELECTION**

1. We recruit and select employees on the basis of merit (e.g. skills, experience, ability) regardless of age, race, gender, religion, family status or disability.
2. We encourage individuals with different backgrounds to apply for jobs in our organisation.
3. We tap on different avenues to recruit employees so as to find the best person for the job.

Subtotal:

**HR PROCESSES: TRAINING & DEVELOPMENT, PERFORMANCE MANAGEMENT, AND COMPENSATION**

1. We provide employees with equal opportunities for training and development based on their strengths and needs.
2. Employees are assessed on their ability to do their tasks, regardless of age, race, gender, religion, family status or disability.
3. We reward employees based on their ability, performance, contribution and experience.

Subtotal:

## WORKPLACE CULTURE

	YES	NO
1. We treat employees fairly and with respect.	1	0
2. We organise regular workplace activities (e.g. team building, family day, luncheons or dinners) that provide opportunities for diverse groups of employees to interact with one another.	1	0
3. We regularly conduct activities to build awareness and promote workplace inclusiveness (e.g. talks, posters, programmes to equip employees with tools/tips on working with others of a different background).	1	0
Subtotal:		

## INDIVIDUALISED CONSIDERATION

1. We constantly engage employees to understand any specific needs that they might have (e.g. sick parent, problems with children at school, lack of a suitable place to pray in the office) and seek to address those needs to the best of our ability.	1	0
2. We offer flexibility in working arrangements as well as benefits so as to accommodate the needs of different groups of employees.	1	0
3. We design our workplace taking into consideration the needs of various groups of employees (e.g. nursing room, prayer room).	1	0
Subtotal:		

## SCORING

WRITE down your score for each section in the column labelled "Subtotal".

	SUBTOTAL
Leadership support	
Diversity policies	
Alignment with regulatory authorities	
HR processes: recruitment and selection	
HR processes: training and development, performance management, and compensation	
Workplace culture	
Individualised consideration	

The range of scores for each area of diversity practices is 0-3. If your score falls outside this range, please read the instructions again and recalculate your score. A score of 3 indicates that your organisation has done well in that area, a score of less than 3 indicates that more can be done in your organisation. These are the areas that you need to pay attention to.

Organisations can be thought of as falling into one of five approaches to diversity and inclusion. These five approaches are described below. Based on your score on the previous assessment, where do you think your organisation falls?

<b>IGNORE</b>	We don't pay any attention to diversity in the organisation.
<b>RESISTANCE</b>	We recognise diversity in the organisation and see it as a threat. Whenever possible, we try to minimise the amount of / negative consequences of diversity.
<b>COMPLIANCE</b>	We recognise diversity in the organisation and do what we have to do, but not more than that.
<b>ACCEPTANCE</b>	We appreciate the value of having diversity in our organisation, but do not have policies and processes that enable us to fully leverage it.
<b>UTILISATION</b>	We appreciate the value of having diversity in our organisation, and we have policies and processes that enable us to fully leverage it.

## REFLECTION QUESTIONS

1. What are the areas in which my organisation is lacking? Why are we lacking in these areas? What are the organisational consequences of lacking in these areas?
2. What specific actions should I take to improve workplace inclusion in my organisation? (Hint: look at the specific items in which you circled 0).

## 2.2

## PLAN

ONCE you have gone through the three assessments and understand the changes that you would like to make in your organisation, you will then need to develop plans on how to transform them into reality and to communicate and discuss your plans with your employees and other stakeholders. Below are some guidelines on how to develop these plans.

### DEVELOPING AN ACTION PLAN

An Action Plan is a plan (articulated or written) that is developed to guide and focus efforts on specific initiatives.

#### STEPS TO DEVELOP AN ACTION PLAN

##### 1. IDENTIFY THE GOAL OF THIS ACTION PLAN

What is the purpose of this plan? Focus on one specific issue, for instance, improving the flexibility of benefits to cater to different groups of employees. What are the organisational benefits we hope to gain by implementing this plan?

##### 2. CREATE OBJECTIVES

Create objectives that will help you to achieve the stated goal. Effective objectives clearly indicate what is intended to happen and have the following characteristics:

**S = SPECIFIC**

**M = MEASURABLE**

**A = ATTAINABLE**

**R = RELEVANT**

**T = TIME-BOUND**



### 3. ANALYSE THE OBJECTIVES

Analyse each specific objective, taking into consideration the resources needed, challenges anticipated and possible solutions.

### 4. CONSTRUCT ACTION STEPS

Construct a list of specific tasks that need to be completed in order to achieve the objectives. Take into account the persons involved, the timeline and the expected outcome.

A template has been created so that you can easily map out an action plan. This can be found in the Pull-Out Tools section. A simplified example of an action plan has also been provided on the next page to illustrate how to use the template.



## ACTION PLAN (EXAMPLE)

### Goal:

To develop a plan to improve the flexibility in employee benefits to cater to different needs within the organisation based on employee input.

### Organisational Benefits:

To attract and retain a talented workforce and to enhance wellbeing so they can be more innovative and productive.

OBJECTIVE: (S.M.A.R.T.)	RESOURCES REQUIRED	POSSIBLE CHALLENGES	POSSIBLE SOLUTIONS
1. Gather information about the needs of the different groups of employees	Employee list, x hours of HR time, x hours of employee group representative time	Difficulty in getting employees to share their opinions honestly	Openly sharing HR's reason for the conversation. Create opportunities for employees to share their perspectives, including the option to share anonymously
2. Identify the possible ways in which the organisation can cater to those needs	Budget	Lack of money to address the needs stated	Find ways to address those needs without a huge capital outlay by looking at partnering organisations to provide win-win solutions

action steps	person(s) involved	deadline	expected outcome
1a. Identify the different groups of employees on which to focus	HR, employee group representative	25 April	A list of the different groups of employees (e.g. women, older workers)
1b. Identify the ways in which HR can approach the different groups of employees to find out about their needs, e.g. focus groups, one-on-one sessions	HR, employee group representative	30 April	A strategy for engaging the different groups in a constructive dialogue
1c. Implement information gathering plans to identify the needs of the different groups	HR, employee group representative	31 May	Lists of needs organised by groups

## DEVELOPING A COMMUNICATION PLAN

A Communication Plan is a written plan detailing how you would like to communicate specific messages to certain audiences. You may also want to provide opportunities for getting information back from people, so you can know how well your plan is working.

### STEPS TO DEVELOP A COMMUNICATION PLAN

#### 1. IDENTIFY THE OBJECTIVE OF THIS COMMUNICATION PLAN

Write down what you hope to achieve from this communication plan. For example, to communicate the message of respect and fairness.

#### 2. DEFINE THE AUDIENCES

Who are the people you wish to communicate with? Examples of target audiences are employees, customers, suppliers, external stakeholders.

### 3. IDENTIFY THE CHANNELS OF COMMUNICATION

What are the ways in which your target audience communicates? Which channels do they find most effective? What messages are being sent through the different channels? To do this, you might need to engage your employees to find out the answers to these questions and observe how they communicate on a daily basis.

### 4. IDENTIFY TOOLS

These tools could be anything that can raise awareness and influence – from simple posters, a spokesperson who believes strongly in the message you are trying to communicate, to elaborate websites. You may also want to employ tools that enable two-way communication so you can gather responses and additional ideas. Be creative.

### 5. CREATE OBJECTIVES

Keeping in mind the channels of communication and tools that you can use, decide on the most effective way to get your message across and create objectives that will help you to achieve the goal stated. Effective objectives have the following characteristics:

**S = SPECIFIC**

**M = MEASURABLE**

**A = ATTAINABLE**

**R = RELEVANT**

**T = TIME-BOUND**

For example, email CEO/MD's message on respect within the organisation once a month or create a blog where articles about diversity can be posted weekly.

### 6. ESTABLISH A TIMELINE

Map out a timeline of when you would like to complete each objective. Do make a note if the communication will occur on a regular basis.

2.3

EXECUTE AND EVALUATE

EXECUTION

NOW that you are armed with your action plan and communication plan, you need to turn those plans into reality and execute them. It is important to remember that your plans are not cast in stone, and that you need to be flexible when implementing them. For example, the situation may have changed from the time you designed your plan to the time you implemented them. Be flexible enough to know when you need to make changes to your plan during the implementation process. A simple diagram illustrates the process.



## EVALUATION

AFTER executing your plan, be sure to evaluate them. For instance, if you recently organised a workshop for your employees, you can do a follow-up survey to find out if it was effective at reaching the targeted goals and objectives. To determine the best way to evaluate these new initiatives or policies, it might be useful to look at what other organisations are doing to get ideas or to hire an evaluator to help you. There is no hard and fast rule in terms of how you can evaluate your plans, but the most important thing is to make sure that it is appropriate and effective for your organisation. Hone in on what information would be most helpful to know, whose perspectives you need as well as when you need it, and consider the most effective ways to gather information.

### A SIMPLE EVALUATION CHECKLIST SHOULD INCLUDE THE FOLLOWING QUESTIONS:

1. How well have we implemented our plans?
2. How have employees (or other stakeholders involved) responded to this new initiative or policy? Was it a warm reception? Were there criticisms?
3. How effective is this new initiative or policy in achieving what it started out to achieve?
4. Based on the feedback provided, what improvements should I make?

## MODIFICATION

MODIFICATION is a crucial step that follows and is informed by evaluation. Organisations that have successfully implemented diversity policies have consistently stressed that what they have achieved currently is really an experiment that has been tweaked over time. They engage their employees, obtain feedback about existing policies and initiatives, and improved on them over the years. This modification process also ensures that your policies are relevant to your current workforce.

## SECTION 3

# AREAS OF FOCUS





THIS section presents four types of diversity commonly found in organisations in Singapore – age, gender, culture (includes ethnicity and nationality), and physical ability. We will briefly describe what each type of diversity constitutes, what some of the challenges are, and some tips for managing that specific type of diversity. We will also highlight four organisations that have exemplary practices in these areas. It will be useful to take a look at what these organisations and other organisations have done in order to generate ideas that might work for your own organisation.

## 3.1

## AGE

### CURRENT SITUATION IN SINGAPORE

SINGAPORE, like many of the economies in the world has an ageing workforce. As of mid-2010, 53.5 per cent of our resident labour force is above 40 years of age and the median age of our workforce was 41 years of age. If the labour force continues to grow at that rate, in ten years' time, 78.2 per cent of our workforce will be above 40 years of age. With the increase in the number of older workers in organisations, it is then imperative for organisations to ensure that these workers are able to continue to contribute effectively and are respected within organisations for their contributions.





## BUSINESS CASE

THERE are a number of reasons why organisations should benefit from retaining and engaging older workers:

### 1. LABOUR SHORTAGE

Singapore currently faces labour shortage because the small resident labour force is insufficient to meet the needs of the labour market. In the coming years, it is likely that the ageing workforce will magnify this labour shortage as fewer residents enter the workforce as compared to the number leaving it. As such, it is critical for organisations to focus on retaining and engaging their mature and older workers.

### 2. EXPERIENCE, SKILL AND NETWORKS

Older workers have accumulated years of experience and skill while on the job. This on-the-job learning cannot be replaced by any amount of training programme. Older workers who have worked in the same organisation for many years also have access to “organisational memory”. They will not only be a useful resource for new entrants into the organisation, but also make good mentors for younger, less experienced employees. Over the years, these workers will also have built up a wide network that may be useful to the organisation. It thus makes sense for the organisation to retain these older workers as they have a wealth of resources organisations can leverage.

### 3. HIGH PRODUCTIVITY LEVEL

According to an Australian study<sup>3</sup> in 2006, workers aged 55 years and above are more productive than other workers in the study. They are able to perform at peak productivity levels for seven out of eight hours in a day.

### 4. LOYALTY

In another study, workers aged 55 years and above are found to be five times less likely to change jobs as compared to workers aged 20-24. Since the costs of hiring and re-training are high, investing in employees who will stay with the organisation is logical.

<sup>3</sup>Australian Health Management, 2006. *Baby boomers give employers a bang for their buck.*

## BEST PRACTICES

WHILE an older workforce has a wealth of experience that organisations can tap into, they also have different needs as they grow older. A key challenge for organisations is to retain and engage these older workers, so that they can continue contributing to the organisation and yet at the same time meet their own personal needs. Some of the leading practices found in a study commissioned by TAFEP<sup>4</sup> in 2010 include:

1. Flexible work arrangements
2. Re-employment policy / Pre-retirement planning
3. Ensuring that the organisation has an age-inclusive culture
4. Providing training for mature and older workers
5. Providing ergonomic physical work environments
6. Job re-design (e.g. giving older workers a mentoring role to leverage on their experience and to help them build better relationships with younger workers)
7. Focusing on health and wellness of employees to keep them fit even as they grow older

## 10 TIPS TO A MORE MATURE EMPLOYEE INCLUSIVE WORKPLACE

To begin exploring how your organisation can develop and implement diversity practices to be more inclusive of older workers, please refer to the ten tips provided below.

### 1. REVIEW YOUR COMPANY'S WORKFORCE AGE PROFILE

### 2. ENLIST SENIOR MANAGEMENT'S COMMITMENT

Enlist CEO and senior management's commitment to communicate and build an inclusive culture.

<sup>4</sup>For more information on best practices for managing older workers, please refer to: *Leading Practices for Managing Mature Employees – a TAFEP publication.*

**3. REVIEW AND REFINE RECRUITMENT STRATEGIES AND PRACTICES**

Review and refine existing recruitment strategies and practices.

**4. TRAIN MANAGERS/SUPERVISORS TO EFFECTIVELY MANAGE MATURE EMPLOYEES**

Train managers/supervisors on how to effectively manage mature employees.

**5. DEVELOP A FAIR AND FLEXIBLE PERFORMANCE MANAGEMENT SYSTEM****6. IMPLEMENT VARIABLE COMPENSATION SCHEMES**

Implement variable compensation schemes based on the value of work.

**7. TRAIN AND DEVELOP MATURE EMPLOYEES**

Train and develop mature employees so they are equipped with up-to-date skills.

**8. ASSESS JOB ROLES AND IMPLEMENT JOB RE-DESIGN WHERE APPROPRIATE**

Regularly conduct job analysis to assess roles and implement job re-design where appropriate.

**9. PROVIDE FLEXIBLE WORK ARRANGEMENTS**

Provide flexible work arrangements (e.g. part-time, flexi-hours, telecommuting and phased retirement).

**10. ADOPT THE TRIPARTITE GUIDELINES ON RE-EMPLOYMENT OF OLDER EMPLOYEES**

## CASE STUDY: RAFFLES INSTITUTION

THE following case study provides a real life example of an organisation that has built in a lot of flexibility in their benefits and job design to cater to the needs of older workers.

### ORGANISATION PROFILE

RAFFLES Institution is an independent school in Singapore that offers a six-year course for students – from secondary to pre-university levels. As an independent school, they have greater autonomy in the recruitment and selection of staff, provision of training and development needs, and administering compensation and benefits. They have approximately 589 employees, 436 of whom are academic staff and the rest non-academic staff. Approximately 15.6 per cent of their staff is above the age of 50. For their exemplary policies and practices that take into consideration the needs of mature and older workers, they won the AARP award in 2011.



## WORKFORCE DIVERSITY CHALLENGE

ONE of the workforce diversity challenges faced by Raffles Institution is in designing policies and plans to take care of the needs of their older workers, yet at the same time not singling them out as a group for special treatment. Their older employees do not want to be differentiated or singled out because of their age.

## DIVERSITY PHILOSOPHY

TO address this challenge, they adopted the philosophy of mass customisation. This approach entails:

1. Focusing on competencies and abilities rather than age or other factors
2. Giving everybody the same core benefits and opportunities
3. Taking a flexible approach in terms of working arrangements and usage of benefits

This philosophy can be seen in the policies and practices that have been put in place.



## EXEMPLARY POLICIES AND PRACTICES

### ■ FLEXI-BENEFITS

Everyone is given a flexi-benefits account with S\$700-S\$1500 per year to use in any way they want. They can use it for yoga classes, holidays with immediate family members, purchase of books, groceries, etc. This allows Raffles Institution to cater to employees with different needs. Employees who do not need as much insurance coverage can transfer the top-up component provided into their flexi-benefits account. This is beneficial for older workers as they may have sufficient insurance coverage by then and may prefer to use that money to take up hobbies or to relax and enjoy themselves.

### ■ FLEXIBLE WORK ARRANGEMENTS

Teaching staff that are more senior have the opportunity to take on mentoring roles in the school in lieu of administrative duties if they prefer to simply focus on teaching. Non-teaching staff can avail of flexible working hours (e.g. shorter lunch time to go home earlier to prepare dinner for children and grandchildren) so long as arrangements are made within the department.

### ■ ENCASHMENT OF NON-CONSUMED MCS

Non-academic staff can convert their non-consumed medical leave days into cash. This encourages older employees to stay healthy (without removing the safety net for those who require medical attention) and sends a message to the younger staff that it literally pays to be healthy!



1. Go beyond the traditional in crafting a job. Be innovative in crafting out the job scope to meet the needs of that person.
2. Dare to believe in the fundamentals of human behaviour: that people want to do their best.
3. Employ mass customisation to make use of everyone's unique talents.

## 3.2

# GENDER

### CURRENT SITUATION IN SINGAPORE

WOMEN comprise 43.6 per cent of the total resident labour force in Singapore, as at 2010. However, many women in the workforce also have a significant role to play at home, and this has resulted in many women leaving the workforce. A whopping 34.6 per cent of women cited housework as the main reason for not working as compared to 0.3 per cent of men. In addition, many working women often have to balance competing commitments and expectations. Organisations that are interested in retaining their female talent should engage them by implementing diversity practices that will enable them to effectively meet the multiple demands and expectations on their time and energy.

### BUSINESS CASE

ORGANISATIONS should find ways to retain and provide opportunities for women for the following reasons:

#### 1. TALENT BEING WASTED

Over the last few decades, more women have had the opportunity to receive higher education. As of 2010, 49.2 per cent of university graduates are female and 47.8 per cent of polytechnic diploma holders are female. In spite of the higher education, not all of these women talent stay in the workforce. This further exacerbates the talent crunch in Singapore.

#### 2. WOMEN PROVIDE BALANCE

Some research has shown that women may possess characteristics that are different from men, e.g. risk adversity, sociability, empathy, and these are traits that are useful at the workplace. A balance of gender allows an organisation to leverage on the unique capabilities of women and men as and when specific traits are needed.

#### 3. WOMEN PROVIDE A DIFFERENT PERSPECTIVE

Women and men may also see the world differently in part because they are exposed to different networks and media, thus, the different perspectives that women bring to the table will be useful to organisations.

## BEST PRACTICES

THE competing commitments faced by female employees these days have resulted in many women taking a break from work for several years to focus on their family, which may result in difficulty reintegrating into the workforce when they are ready to work again. The challenge for organisations is to retain these female talents and at the same time support them in their family needs. Some of the best practices for engaging and retaining female employees include:

1. Flexible work arrangements
2. Providing women with equal opportunities as men so they are able to chart out a career path for themselves and not feel limited by the opportunities available
3. Treating women with fairness and respect
4. Providing a safe environment for women to work in, denouncing any form of harassment immediately
5. Showing that you understand the multiple commitments women have and trying to accommodate their needs

## 10 TIPS TO A MORE INCLUSIVE WORKPLACE FOR WOMEN

The following ten tips will provide organisations with some fundamental steps to create a more women-inclusive workplace.

### 1. REVIEW THE GENDER AND LIFE-STAGE PROFILE OF YOUR WORKFORCE

### 2. ENLIST SENIOR MANAGEMENT'S COMMITMENT

Enlist CEO & senior management's commitment to communicate and build an inclusive culture that is free of gender bias or stereotypes.

### 3. REVIEW JOB ADVERTISEMENTS AND SELECTION PROCESS TO MINIMISE GENDER BIAS

### 4. REVIEW JOB REQUIREMENTS AND DESCRIPTIONS TO AVOID GENDER STEREOTYPES



**5. RECOGNISE THAT FEMALE EMPLOYEES OFTEN HAVE MORE CARE-GIVING RESPONSIBILITIES**

Recognise that female employees often have more care-giving responsibilities on top of professional duties.

**6. INTRODUCE FLEXIBLE WORK ARRANGEMENTS**

Introduce flexible work arrangements to enable employees to perform personal and professional responsibilities.

**7. FOCUS ON PERFORMANCE AND DELIVERABLES IN EMPLOYEE MANAGEMENT**

Adapt human resource management process to focus on performance and deliverable.

**8. TRAIN, DEVELOP AND EMPOWER PROMISING FEMALE EMPLOYEES FOR LEADERSHIP ROLES****9. PROVIDE CAREER FLEXIBILITY AND CAREER BREAKS**

Provide career flexibility and career breaks in a strategised manner.

**10. HAVE IDENTIFIABLE FEMALE ROLE MODELS**

Have female role models and leaders that female employees can identify with and emulate.

## CASE STUDY: CHANGI GENERAL HOSPITAL

THE following case study showcases an organisation that puts their female employees' needs first and has designed a variety of benefits for them.

### ORGANISATION PROFILE

CHANGI General Hospital (CGH) is a healthcare provider in the Eastern part of Singapore. The hospital has a staff of 3800 employees, comprising of doctors, nurses, allied health professionals, ancillary staff, and administrative staff. Approximately 44 per cent of their total staff are nurses and majority of them are female. CGH has won multiple awards for its family-friendly programmes and focus on people excellence, including the biennial Work-Life Excellence Award (2006, 2008, 2010), HR Advocate Awards (Quality Work-Life for 2005, 2007, 2009 and Workplace Safety & Health for 2009, 2010, 2011) and the triennial H.E.A.L.T.H. Platinum award (2003, 2006 & 2010). While these programmes are most often used by women, it is worth noting that men benefit from these programmes as well.



## WORKFORCE DIVERSITY CHALLENGE

A KEY diversity challenge faced by CGH is in retaining their female employees who have multiple roles to fulfil in other aspects of their lives (e.g. childcare, parental care) that may compel them to have to make a choice between career and their personal life.



## DIVERSITY PHILOSOPHY

TO address this challenge, CGH emphasises a pro-family culture. They believe that if they are able to cater to the needs of these employees by being flexible and accommodating of their life needs, these employees will contribute more effectively to the organisation.

## EXEMPLARY POLICIES AND PRACTICES

### ■ FLEXIBLE WORK ARRANGEMENTS

CGH offers the option of no-pay leave and conversion to part-time for employees who may need to take time off to settle family issues. This is helpful in retaining staff because those who do not have the options available to them may feel the need to quit their job to attend to their family matters. In January 2011, CGH rolled out five-day work week for all its nurses who used to work six days. This is particularly important for nurses because they are on shift duty and this will give them more time to spend with their family.

### ■ PRO-FAMILY BENEFITS

CGH has a host of pro-family benefits for employees – both female and male. An example of this is free maternity care (prenatal and postnatal) for their female employees as well as the spouses of their male employees. They also have a lactating facility, an in-house childcare centre with emergency childcare services, Kiddies Day during the June and December holidays where activities are organised for the children of their employees, and talks related to marriage and family, among others.

### ■ FOCUS ON HEALTH

CGH believes that a healthy employee is a productive one. Especially for female employees who have to manage so many roles and responsibilities, it is important to find time to take care of themselves too. At CGH, every Thursday is Massage Day and every Friday is Fruits and Vegetables Day. On Massage Day, visually handicapped masseuses are brought into the staff lounge to offer massage services to their staff. On Fruits and Vegetables Day, fruit and vegetable sellers set up shop in an open area in the hospital grounds to sell their wares at lower prices.



1. Have constant communication with employees to understand their needs.
2. Maintain balance between providing pro-family policies and maintaining KPIs.
3. Always evaluate your programmes and modify based on feedback.

## 3.3

# CULTURE

### CURRENT SITUATION IN SINGAPORE

THE Singapore workforce today is increasingly multicultural. Not only are there Singaporean Chinese, Malays, Indians and Eurasians working together in the same organisation, we are increasingly seeing Chinese nationals, Indian nationals, Japanese, Koreans, Filipinos, Thais, Germans and individuals from many other countries entering the workforce.

### BUSINESS CASE

GIVEN the changing cultural climate in the workforce, it is important for organisations to promote a culturally harmonious workplace and engage and retain employees from different cultures. This is crucial for organisations because of the following reasons:

#### 1. DIVERSITY IN PERSPECTIVES

Individuals from different cultures bring with them different perspectives. The diversity in perspectives will help to improve organisational decision-making and creativity within the organisation.

#### 2. DOING BUSINESS INTERNATIONALLY

Having employees from different cultures is useful for organisations that are working with suppliers or customers from overseas, or are thinking of expanding their business to other countries. Because they possess in-depth knowledge of that specific culture, these individuals will be able to help organisations enter a market or communicate with suppliers or customers from those specific countries. This is even more important when language is a potential barrier.

## BEST PRACTICES

A MULTICULTURAL workforce also presents a unique challenge to organisations today as individuals from different cultures bring with them years of history and culture which have influenced their behaviour at work. Organisations will need to find ways to create an environment that is not only inclusive but also leverages on the strengths and resources that people of different cultures bring to the table. Some of the best practices in creating a culturally diverse and harmonious workforce include:

1. Creating an organisational culture of inclusiveness and acceptance of different cultures
2. Articulate the organisational value of having different cultures in the workplace
3. Provide diversity and inclusion training for supervisors and managers
4. Provide opportunities for employees to get to know one another's culture better (e.g. outings where there are opportunities for interaction, cultural fair day in the company, etc.)

## 10 TIPS TO A MORE INCLUSIVE WORKPLACE FOR WOMEN

To begin creating a more diverse and inclusive workplace, the following ten tips have been provided to give you a quick start.

### 1. BUILD A BUSINESS STRATEGY FOR BUILDING INCLUSIVENESS

Develop a clear business case and strategy for managing diversity and building inclusiveness.

### 2. ENLIST SENIOR MANAGEMENT'S COMMITMENT

Enlist CEO's and Senior Management's commitment to communicate and build an inclusive workplace. Walk the talk.

### 3. PROVIDE DIVERSITY AND INCLUSION TRAINING FOR LINE MANAGERS/SUPERVISOR

Raise line managers and supervisors' capability and awareness of unconscious bias and assess leadership values and styles.

**4. TRAIN EMPLOYEES TO WORK EFFECTIVELY IN DIVERSE TEAMS**

Train employees on how to appreciate the unique strength of each member and work effectively in diverse teams.

**5. ENSURE RECRUITMENT AND SELECTION PROCESS/CRITERIA ARE FAIR AND MERIT-BASED****6. IDENTIFY AND ELIMINATE STEREOTYPES AND BIASES**

Identify and eliminate stereotypes and biases that may affect your organisation's employment practices.

**7. OFFER FLEXIBLE LEARNING AND DIFFERENT LEARNING PLATFORMS**

Offer flexible learning and different learning platforms to enable employees to learn in different ways.

**8. BUILD AN INCLUSIVE CULTURE FOCUSING ON COMMON VISION AND GOAL**

Facilitate an inclusive culture focused on a common organisational vision and goal.

**9. OFFER A VARIETY OF COMPENSATION AND BENEFITS TO MEET DIFFERENT NEEDS**

Offer a variety of benefits, flexible work arrangements, opportunities and compensation options to meet different needs.

**10. EVALUATE AND ADJUST YOUR PRACTICES AND INITIATIVES**

Evaluate and adjust your practices and initiatives. Be patient and understand that it is a journey and not a project.



## CASE STUDY: SINGAPORE MARRIOTT HOTEL

THE following case study presents an organisation that stood by the basic principles of respect and fairness in managing and leveraging on the cultural diversity within the workforce.

### ORGANISATION PROFILE

SINGAPORE Marriott Hotel is a five star hotel located in the central part of Singapore, and is one of the 3700 hotels that Marriott International operates worldwide. It has approximately 500 employees (referred to as associates), comprising Singaporeans, Malaysians, Filipinos, Burmese, Thais, Australians, Dutch, Austrians, Mexicans, British, Chinese nationals, and Koreans. Given the brand's international presence and the large number of international guests staying at the hotel daily, the diverse cultural mix among the associates is not surprising. Marriott has won numerous awards over the years, including best workplace awards and diversity awards such as Top 10 World's Best Multinational Workplace 2011, Top 40 Best Companies to Work For (2005-2011).







## WORKFORCE DIVERSITY CHALLENGE

GIVEN the cultural diversity at Marriott, a key challenge is in managing the cultural differences among associates, particularly, getting them to understand and respect the cultural differences.

## DIVERSITY PHILOSOPHY

THE underlying philosophy at Marriott is to treat people with respect, care and fairness. This is the foundation for many of its policies and practices over the years, and is the personal philosophy of both the founder of Marriott International as well as the owner of Singapore Marriott Hotel.

## EXEMPLARY POLICIES AND PRACTICES

### ■ GUARANTEE FAIR TREATMENT

Marriott has a strong grievance handling policy in its Guarantee Fair Treatment (GFT) foundational policy. This policy allows every employee to voice their concerns should they feel they are being treated unfairly. According to this policy, associates can first speak to their immediate supervisor about the matter. If that fails, they can approach the department head or manager. Failing which, the issue can be raised to HR or the general manager. If all these avenues do not work, they can call the employee relations line, choose a language which they are comfortable in, and describe the issue to the call centre operator. These calls will be recorded and if necessary, handed over to relevant authorities to contact the hotel for investigations into the matter.

### ■ POLICY ON HARASSMENT AND UNPROFESSIONAL CONDUCT

Another policy put in place to ensure people are accorded the basic respect and fair treatment is the policy on harassment and unprofessional conduct. To maintain a professional and congenial work environment for all associates, Marriott established this policy to prohibit unlawful harassment and other unprofessional and discourteous actions. Marriott does not tolerate harassment of any associate by any other associate, supervisor, vendor, guest, client or customer. Harassment for any discriminatory reason, such as race, colour, sex, national origin, disability, sexual orientation, age, religion, or veteran status is also prohibited under this policy.

### ■ ETHICAL CONDUCT POLICY

Marriott requires every associate to adhere to high ethical standards and to promote ethical behaviour. All associates are expected to obey all relevant laws; treat all associates fairly, with dignity, and with respect; report financial condition and results of operations fairly and honestly; deal honestly and fairly with clients, customers, suppliers and financial partners. In addition, all associates are not allowed to receive gifts above a certain amount of money, they are not allowed to receive kickbacks, and they separate the duty when it comes to purchasing such that the chef or kitchen who orders from the suppliers do not get any kickbacks.

## ■ EQUAL EMPLOYMENT OPPORTUNITY

In keeping with this long-established policy, all persons will be considered for employment, promotion or training on the basis of qualifications without regard to race, colour, age, religion, sex, national origin, sexual orientation, disability or veteran status. Marriott has implemented a transparent selection process through an assessment specially developed for Marriott that aims to hire the "best" candidate. This removes some of the subjectivity that goes into the hiring process. This policy ensures that every associate, regardless of position, is treated with respect and in a fair and just manner at all times.

*Underlying all four policies is strong commitment from leadership and the authority of HR over the top leadership on these matters.*



1. Treat people with fairness and with respect
2. Have a strong ethics policy and ensure that honesty and integrity is upheld
3. Ensure that processes are transparent and management walks the talk

## 3.4

# DISABILITY

### CURRENT SITUATION IN SINGAPORE

IN recent years, we have seen more organisations hiring persons with disabilities (PWDs). While government support in the form of training centres for PWDs, the OPEN DOOR Fund, and the Enabling Employers Network have a part to play in boosting their employability, it is heartening to see that there were already organisations that have opened their doors and hearts to PWDs years before these government initiatives were put in place.

PWDs in Singapore is classified into four categories: a) sensory disabilities (e.g. hearing and visual impairment), b) intellectual disabilities (with IQ of 70 and below), c) physical disabilities (e.g. amputee, polio), and d) other developmental disorders (e.g. Attention Deficit Hyperactive Disorder, Autism Spectrum Disorder). Specific associations cater to different groups of PWDs, and most of the organisations hiring PWDs usually work hand-in-hand with these organisations to find a successful job match and job hire.

### BUSINESS CASE

WHILE these individuals may have disabilities, that does not mean they cannot be assets in an organisation. Some of the benefits of hiring PWDs are:

#### 1. GOOD WORKING ATTITUDE

Organisations that have hired PWDs note that they possess very good working attitude. They are hardworking and responsible, and they perform their jobs with their heart.

#### 2. PRODUCTIVE

Some organisations also mention that when provided with the right infrastructure and training, PWDs can be highly productive and the rate of productivity surpasses that of non-PWDs due to a higher level of focus and less distractions.

#### 3. LOYALTY

PWDs are also loyal employees. Most of them, once they are comfortable with an organisation, do not want to leave the organisation. They prefer to stay where they are instead of searching for greener pastures. This is helpful to organisations in industries with high turnover rates, e.g. call centres.

## BEST PRACTICES

THE challenge for organisations hiring PWDs goes beyond merely altering the physical office space or providing them with skill development, it is in creating an environment that caters to the specific needs of the individual and addresses their unique disabilities. In addition, what is important to them is a social environment that is inclusive and understanding. Some of the best practices in providing such an environment include:

1. Before hiring PWDs, organisations need to be aware of the unique needs and skills of the individual and match that individual to the job available.
2. Partner with a relevant association or agency to ensure a smooth transition for the PWD.
3. Create an environment that is open and inclusive.
4. Sensitise the workforce (especially supervisors and immediate co-workers) to the needs of the PWDs by providing them with training.
5. Obtain co-worker support for the PWDs.
6. Invest in infrastructure and training that would help the PWDs be more productive.

## 10 TIPS TO A MORE INCLUSIVE WORKPLACE FOR PERSONS WITH DISABILITIES

The following ten tips will provide organisations with a starting point to create a more inclusive workplace for PWDs.

### 1. ENLIST SENIOR MANAGEMENT'S COMMITMENT

Enlist CEO's and Senior Management's commitment to communicate and build a disability friendly workplace.

### 2. SENSITISE THE WORKFORCE TO ENHANCE ACCEPTANCE AND PRODUCTIVITY

Understand more about working with persons with disabilities and sensitise the workforce to enhance acceptance and productivity.

### **3. ENSURE JOB REQUIREMENTS ARE RELEVANT AND NON-DISCRIMINATORY**

### **4. ENCOURAGE PERSONS WITH DISABILITIES TO APPLY IN JOB ADVERTISEMENTS**

In advertising a job, highlight that your organisation is a fair employer and encourages persons with disabilities to apply. For those new to Singapore, provide orientation so that they are familiar with the Singapore culture.

### **5. FOCUS ON RELEVANT PROFESSIONAL KNOWLEDGE AND SKILLS DURING INTERVIEWS**

The interview process should focus on relevant issues such as professional and technical knowledge, skills, abilities and experience, not on the disability.

### **6. DO NOT STEREOTYPE OR MAKE ASSUMPTIONS**

Do not stereotype or make assumptions about performance ability. Instead, ask the candidates how they would perform the essential function.

### **7. MAKE REASONABLE ACCOMMODATION TO ENABLE BETTER PERFORMANCE**

Explore alternative job openings, re-design jobs or make reasonable accommodation to enable better performance.

### **8. INVOLVE CO-WORKERS FOR GREATER SUPPORT**

Be positive and involve co-workers for greater support. Be prepared to handle concerns of co-workers.

### **9. COMMUNICATE EXPECTATIONS AND PROVIDE COACHING AND GUIDANCE WHERE APPROPRIATE**

Communicate work expectations and provide coaching and guidance where appropriate.

### **10. TREAT WORKERS FAIRLY AND WITH RESPECT**

Treat workers fairly and with respect. Train, develop and advance deserving persons with disabilities.

## CASE STUDY: EUREKA CALL CENTRE SYSTEMS (S) PTE LTD

THE case study of an organisation that has successfully integrated PWDs into the workplace is presented below.

### ORGANISATION PROFILE

EUREKA Call Centre Systems (S) Pte Ltd is a small organisation in Singapore providing outbound call centre services. They have approximately 12 to 15 employees who are Persons with Disabilities (PWDs) and most of them are visually impaired. They recently won the Lifetime Champion Award 2011 for their efforts in training and integrating PWDs into the workplace. They have also been accredited as a Centre for Training and Integration for PWDs interested in learning the skills required to work in a call centre.

### WORKFORCE DIVERSITY CHALLENGE

A KEY challenge that Eureka faced in managing a workforce comprising of PWDs is to take care of not only the physical needs but emotional needs of the PWDs.





## DIVERSITY PHILOSOPHY

TO address this challenge, they put themselves into the shoes of the other party. By seeing things from the other party's perspective, they can better understand their needs and how they feel, and from there find ways to address them.



## EXEMPLARY POLICIES AND PRACTICES

### ■ REENGINEERED SYSTEMS

To prepare for the hiring of visually handicapped employees, the management team blindfolded themselves to understand what it feels to be visually handicapped. This helped them to identify the changes that needed to be made to their systems in order to facilitate the employment of visually handicapped PWDs. They reengineered their computer systems to have higher colour contrast, bigger fonts, a voice synthesiser, and found ways to shorten the whole calling process through shortcut keys. Their reengineered system is the first of its kind in the world and Eureka has won international awards for Best Use of Technology in the Call Centre Industry in 2010 and 2011. These systems helped their employees perform at a rate higher than the industry average.



## ■ TRAINING

Eureka also invests a lot in training. Working at a call centre is not an easy job and industry turnover is usually very high. They provide 6 months of training to PWDs interested in working in this industry, teaching them how to use the systems, talk to customers, face rejections, basic phone etiquette, etc.

## ■ SOCIAL EVENTS

They also take care of the social needs of their employees by organising social events for them to relax and have fun after a hard day at work. Examples are regularly sponsored dinners for the employees, outings (e.g. to Universal Studios), and a karaoke room in the office where employees can sing and listen to music.





1. Prepare the organisation (people, physical infrastructure) to receive them
2. Give them more time to learn
3. Ask them what they need, don't assume

## CONCLUSION

This start-up kit has been developed to help organisations kick-start their D&I journey. It provides organisations a step-by-step guide to begin this process but is by no means a detailed resource for D&I initiatives. A list of resources has been included in the Resource Guide at the end of the start-up kit to serve this purpose.

So, go ahead and embark on your D&I journey today!

## SECTION 4

# PULL-OUT TOOLS



## ASSESSMENT #1: WORKFORCE DIVERSITY ASSESSMENT

### WHAT DOES MY ORGANISATION'S DIVERSITY PROFILE LOOK LIKE?

KNOWING your organisation's diversity profile helps you to know which areas of diversity to focus on. The majority of your workforce could be made up of a specific group of employees (e.g. women, older workers), so knowing what your workforce profile looks like will help you to develop appropriate policies and practices.

To help you understand the demographics of your workforce better, TAFEP has developed an online tool that you can use to assess your workforce profile. This tool helps you to calculate the age, gender, nationality, and race profile of your workforce. It can be found on this website:

[www.fairemployment.sg](http://www.fairemployment.sg) > Resources > E-Learning & Tool Kits

Write down the results of your workforce diversity assessment in the column labelled "My Workforce Diversity Profile" (e.g. "male: 20%, female: 80%"). Do this for all the diversity dimensions listed, where applicable. Use the reflection questions that follow to analyse your workforce diversity profile.

DIVERSITY DIMENSION	MY WORKFORCE DIVERSITY PROFILE
Gender	
Age	
Ethnicity	
Nationality	
Religion	
Physical Ability	
Marital Status	
Parental Status	
Eldercare Responsibilities	

*Note that the online tool only helps you to assess your workforce diversity along the four dimensions of gender, age, ethnicity, and nationality. However, more dimensions are provided in the table above for your own analysis and usage.*

## REFLECTION QUESTIONS

1. What are the characteristics of a typical employee in my organisation?

2. Are most of the employees in my organisation of a particular gender, ethnicity, etc? If yes, is it because of the requirements of the job or biases in the hiring process?

3. Given the workforce diversity profile of my organisation, which diversity dimensions would we like to focus on as we go forward in promoting diversity and inclusion in the organisation?

## ASSESSMENT #2: SELF-ASSESSMENT

### WHAT IS MY ATTITUDE TOWARDS DIVERSITY AND INCLUSION?

THE success of the diversity initiatives depends very much on the individual(s) driving it. However, as a result of the influences from the environment we grew up in and our lack of awareness of people who are different from us, we may have our own personal biases or prejudices. This may prevent us from doing a good job in creating an inclusive workplace.

The following self-assessment helps to create greater awareness of your attitude towards diversity and inclusion by focusing on your behaviour at work.

### INSTRUCTIONS

The statements below describe specific diversity-related practices. Please take time to reflect on each of the statements and circle the number that best reflects how frequently you engage in each of the following practices. Be honest with yourself as you are answering the questions.

HOW FREQUENTLY DO I...	NEVER	RARELY	SOMETIMES	OFTEN	CONSISTENTLY
1. Encourage and value different perspectives, ideas and work styles	1	2	3	4	5
2. Proactively seek out ideas of people who do not think as I do and express appreciation for their input even when we disagree	1	2	3	4	5
3. Seek to understand and communicate the business case for fair employment and inclusion at our organisation	1	2	3	4	5
4. Contribute actively to the creation of a work environment of mutual respect among all employees	1	2	3	4	5
5. Provide timely feedback to direct reports and colleagues keeping in mind effective motivation approaches and feedback styles in a diverse work environment	1	2	3	4	5
6. Expand beyond the usual "go to" people based on habit and comfort to ensure broader input and different perspectives	1	2	3	4	5

HOW FREQUENTLY DO I...	NEVER	RARELY	SOMETIMES	OFTEN	CONSISTENTLY
7. Pay attention to meeting dynamics to ensure that I and others are not talking over team members	1	2	3	4	5
8. Remain aware of the potential impact of my own biases and prejudices on my interactions at work	1	2	3	4	5
9. Develop working agreements with team members and/or co-workers to ensure that diverse backgrounds, work experiences and perspectives are fully utilised	1	2	3	4	5
10. Speak up when someone makes an inappropriate comment or offensive joke	1	2	3	4	5
11. Mentor or be mentored by someone of a different age, race, gender or other diversity dimension	1	2	3	4	5
12. Seek out and encourage innovative approaches and new perspectives for better business results	1	2	3	4	5
13. Actively seek out opportunities to demonstrate my commitment to fair employment and inclusion at our organisation	1	2	3	4	5
14. Share fair employment and inclusion success stories across the organisation	1	2	3	4	5
15. Pay attention to improving my listening skills so that I better understand other perspectives	1	2	3	4	5
16. Proactively reach out to colleagues and direct reports of different backgrounds than my own to share unwritten rules and how to function successfully in our organisation	1	2	3	4	5

Source: Aperian Global © 2012

## SCORING

WE focused on four areas of diversity practice in this self-assessment. Each area of diversity practice is denoted by four items. To obtain your total score for each of the areas, sum up the individual score for each of the items listed under the area of practice. Write it in the appropriate cell in the column labelled “total score”.

AREA OF DIVERSITY PRACTICE	ITEMS	TOTAL SCORE
Creating inclusion	1, 4, 7, 8	
Leveraging a diverse workforce	5, 9, 15, 16	
Seeking out diversity	2, 6, 11, 12	
Values in action	3, 10, 13, 14	

## MAKING SENSE OF YOUR SCORE

The possible range of scores for each area of diversity practice is 4-20. If your score falls outside the range, please read the instructions again and recalculate your score. A score above 16 suggests that you frequently engage in diversity practices related to that area of practice. A score below 8 suggests that you rarely engage in diversity practices in that area of practice. Scores in between indicate a moderate frequency of engaging in these practices.



THE four areas of diversity practice are defined as follows:

AREA OF DIVERSITY PRACTICE	DEFINITION
Creating inclusion	Create and maintain an environment where employees are valued, included and respected
Leveraging a diverse workforce	Fully utilise the talents and skills of employees across all dimensions of diversity
Seeking out diversity	Strategically seek out diversity in key business process (decision-making hiring promotions and leadership) for improved business results
Values in action	Employees at all levels of the organisation put the best practices of creating inclusion, leveraging diversity and seeking out diversity into tangible actions

Source: Aperian Global © 2012

## REFLECTION QUESTIONS

1. What are the areas of diversity practice in which I had scores above 16? What strengths have led me to be most successful in these areas?

2. What are the areas of diversity practice in which I had scores below 8? What challenges am I facing in these areas?

3. What are the specific ways in which I intend to demonstrate my commitment to fair employment and inclusion?

## ASSESSMENT #3: NEEDS ANALYSIS

### HOW ARE WE MANAGING DIVERSITY CURRENTLY AND WHAT MORE CAN BE DONE?

#### WHAT ARE THE ORGANISATIONAL BENEFITS OR OPPORTUNITIES RELATED TO DIVERSITY?

THE first two assessments helped you to understand your organisation's workforce profile and build awareness of your attitude towards diversity. This final assessment focuses on the policies and practices that currently exist within your company and helps to identify areas that you can improve on.

### INSTRUCTIONS

BELOW is a list of diversity and inclusion practices. Assess whether your organisation has these practices by circling the appropriate response (1=Yes, 0=No).

#### LEADERSHIP SUPPORT

	YES	NO
1. Our senior management understands the importance of diversity and inclusion to our organisation's success.	1	0
2. Our senior management supports the creation of a diverse and inclusive environment within the organisation.	1	0
3. Our senior management shows their commitment to workplace inclusiveness and harmony through their words and actions.	1	0
Subtotal:		

#### DIVERSITY POLICIES

	1	0
1. We have formal written diversity policies.	1	0
2. The diversity policies that we have are communicated to employees.	1	0
3. We enforce these diversity policies, i.e. these policies do not simply exist in name but in practice as well.	1	0
Subtotal:		

**ALIGNMENT WITH REGULATORY AUTHORITIES****YES NO**

1. We are aware of the labour laws in Singapore and abide by them.
2. We adopt Tripartite Guidelines on fair employment practices.
3. We regularly review and update the diversity policies that we have in accordance with new legislation and guidelines.

Subtotal:

**HR PROCESSES: RECRUITMENT AND SELECTION**

1. We recruit and select employees on the basis of merit (e.g. skills, experience, ability) regardless of age, race, gender, religion, family status or disability.
2. We encourage individuals with different backgrounds to apply for jobs in our organisation.
3. We tap on different avenues to recruit employees so as to find the best person for the job.

Subtotal:

**HR PROCESSES: TRAINING & DEVELOPMENT, PERFORMANCE MANAGEMENT, AND COMPENSATION**

1. We provide employees with equal opportunities for training and development based on their strengths and needs.
2. Employees are assessed on their ability to do their tasks, regardless of age, race, gender, religion, family status or disability.
3. We reward employees based on their ability, performance, contribution and experience.

Subtotal:

## WORKPLACE CULTURE

	YES	NO
1. We treat employees fairly and with respect.	1	0
2. We organise regular workplace activities (e.g. team building, family day, luncheons or dinners) that provide opportunities for diverse groups of employees to interact with one another.	1	0
3. We regularly conduct activities to build awareness and promote workplace inclusiveness (e.g. talks, posters, programmes to equip employees with tools/tips on working with others of a different background).	1	0
Subtotal:		

## INDIVIDUALISED CONSIDERATION

1. We constantly engage employees to understand any specific needs that they might have (e.g. sick parent, problems with children at school, lack of a suitable place to pray in the office) and seek to address those needs to the best of our ability.	1	0
2. We offer flexibility in working arrangements as well as benefits so as to accommodate the needs of different groups of employees.	1	0
3. We design our workplace taking into consideration the needs of various groups of employees (e.g. nursing room, prayer room).	1	0
Subtotal:		

## SCORING

WRITE down your score for each section in the column labelled “Subtotal”.

	SUBTOTAL
Leadership support	
Diversity policies	
Alignment with regulatory authorities	
HR processes: recruitment and selection	
HR processes: training and development, performance management, and compensation	
Workplace culture	
Individualised consideration	

The range of scores for each area of diversity practices is 0-3. If your score falls outside this range, please read the instructions again and recalculate your score. A score of 3 indicates that your organisation has done well in that area, a score of less than 3 indicates that more can be done in your organisation. These are the areas that you need to pay attention to.

Organisations can be thought of as falling into one of five approaches to diversity and inclusion. These five approaches are described below. Based on your score on the previous assessment, where do you think your organisation falls?

<b>IGNORE</b>	We don't pay any attention to diversity in the organisation.
<b>RESISTANCE</b>	We recognise diversity in the organisation and see it as a threat. Whenever possible, we try to minimise the amount of / negative consequences of diversity.
<b>COMPLIANCE</b>	We recognise diversity in the organisation and do what we have to do, but not more than that.
<b>ACCEPTANCE</b>	We appreciate the value of having diversity in our organisation, but do not have policies and processes that enable us to fully leverage it.
<b>UTILISATION</b>	We appreciate the value of having diversity in our organisation, and we have policies and processes that enable us to fully leverage it.

## REFLECTION QUESTIONS

1. What are the areas in which my organisation is lacking? Why are we lacking in these areas? What are the organisational consequences of lacking in these areas?

2. What specific actions should I take to improve workplace inclusion in my organisation? (Hint: look at the specific items in which you circled 0).

ACTION PLAN (TEMPLATE)

GOAL

OBJECTIVE: (S.M.A.R.T.)	RESOURCES REQUIRED	POSSIBLE CHALLENGES	POSSIBLE SOLUTIONS
1.			
2.			
3.			
4.			
5.			

ACTION STEPS	PERSON(S)	DEADLINE	EXPECTED OUTCOME
1.			
2.			
3.			
4.			
5.			





## RESOURCE GUIDE

### ONLINE RESOURCES

#### TRIPARTITE ALLIANCE FOR FAIR EMPLOYMENT PRACTICES WEBSITE

[www.fairemployment.sg/resources.asp](http://www.fairemployment.sg/resources.asp)

#### MINISTRY OF MANPOWER

<http://www.mom.gov.sg/employment-practices/Pages/WDM.aspx>

#### OPEN DOOR FUND

[www.jobs-odf.com.sg](http://www.jobs-odf.com.sg)

## FURTHER READING

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## CORPORATE PROFILES

### TRIPARTITE ALLIANCE FOR FAIR EMPLOYMENT PRACTICES (TAFEP)

The Tripartite Alliance for Fair Employment Practices (TAFEP) promotes the adoption of fair, responsible and merit-based employment practices among employers, employees and the general public.

Leveraging its unique tripartite identity, TAFEP works in partnership with employer organisations, unions and the government to create awareness and facilitate the adoption of fair, responsible and merit-based employment practices. TAFEP provides tools and resources, including training workshops, advisory services, and educational materials, to help organisations implement fair employment practices and to comply with employment legislation.

TAFEP also receives feedback from the public on their discrimination experiences and provides advice and assistance to those who have experienced discrimination at the workplace. We welcome feedback on advancing fair employment in Singapore

Hire on Merit. Be a Fair Employer.

Log on to [www.fairemployment.sg](http://www.fairemployment.sg) to find out more.

## CENTER FOR CREATIVE LEADERSHIP

Founded in 1970 as a non-profit educational institution, CCL is a global provider of leadership education and research. Ranked among the world's Top 10 providers of executive education by Financial Times and Bloomberg BusinessWeek, CCL accelerates strategy and business results by unlocking the leadership potential of individuals and organisations. CCL serves clients through three campuses in North America, as well as locations in Singapore; Pune, India; Brussels; Moscow; and Addis Ababa Ethiopia. Its work is supported by 500 faculty members and staff.

CCL's Research, Innovation & Product Development (RIPD) group combines a sustained investment in leadership research with an educational mission. With more than 50 faculty and staff from around the world, the group seeks to drive bold innovation in leadership and leadership development the world over.

## IMPACT TO THE WORLD

CCL annually serves more than 20,000 individuals and 2,000 organisations including more than 80 of the Fortune 100 companies across the public, private, non-profit and education sectors. Since 1970, nearly 470,000 leaders have graduated from a CCL program.

## ENGAGING THE ASIA PACIFIC

CCL has maintained a regional presence in Asia Pacific since the 1970s through the delivery of programs. Now, with well-established offices in Singapore and India, we are serving corporations in Asia Pacific through the delivery of programs that target the real-world challenges unique to each level of leadership – cultivating the leaders the world watches.

### CENTER FOR CREATIVE LEADERSHIP (CCL) PTE LTD - ASIA PACIFIC OFFICE

Tel: +65 6854 6000 | Fax: +65 6854 6001

Web: <http://apac.ccl.org> | Email: [ccl.apac@ccl.org](mailto:ccl.apac@ccl.org)

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## NOTES



