

FACTSHEET ON WORKPRO WITH EFFECT FROM 1 JUL 2018

(A) WHAT IS WORKPRO?

WorkPro was introduced in April 2013 to augment local manpower, foster progressive workplaces and strengthen the Singaporean core of our workforce. WorkPro has been enhanced to further encourage employers to implement age-friendly workplaces to benefit Singaporeans through job redesign and age management practices for older workers¹, and adopting flexible work arrangements for all workers. The enhanced scheme has taken effect from 1 July 2016.

2. Under the enhancements to WorkPro, companies can receive grants of up to \$425,000 to support initiatives in the following areas:

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

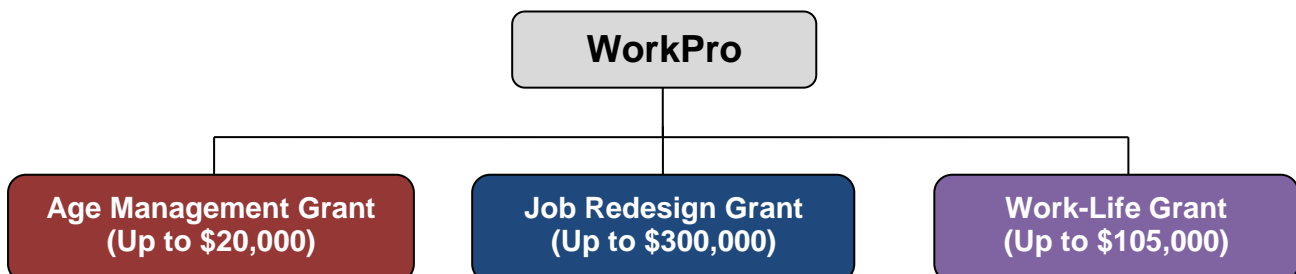
(B) WHO IS ELIGIBLE TO PARTICIPATE IN WORKPRO?

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

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

(C) WHAT KIND OF SUPPORT IS AVAILABLE?

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



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

6. Please refer to **Annex A** for details on the Age Management Grant and Job Redesign Grant. Please refer to www.wsg.gov.sg/workpro for the Factsheet of the Work-Life Grant.

(D) HOW CAN COMPANIES APPLY FOR WORKPRO?

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

| Programme Partners | NTUC's e2i | SNEF |
|---------------------------|--|--|
| Hotline | 6474 0606 | 6290 7694 |
| Email | followup@e2i.com.sg | workpro@snef.sg |
| Website | www.e2i.com.sg | www.snef.org.sg |

(E) WHERE TO GET MORE INFORMATION

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

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

Annex A

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

What Is It?

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

Grant Deliverables

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

- a. Furnish sail-through policy of continuing to employ employees who are turning 62 years old on the same employment contract and/or a re-employment policy that offers eligible employees re-employment in line with the latest Tripartite Guidelines on Re-employment of Older Employees and the Tripartite Advisory on Re-employment of Older Employees from age 65 to 67
- b. Communicate the sail-through/re-employment policy to all employees
- c. Send at least one supervisory/HR employee to at least 1 course from each of the 3 categories in **Appendix 1**.
- d. Sign the TAFEP Fair Employment Practices pledge if the company has yet to do so
- e. Adopt any four categories of age management practices from **Appendix 2**. The four practices must be new to the company
- f. Implement a standardised Health and Wellness Programme², which consists of:
 - I. **Health needs assessment** – At least 50% of the total number of local older workers (or a minimum of 5 older workers, whichever is higher) to undergo a mandatory health screening and health survey. In addition to the stipulated criteria, companies are encouraged to send more older workers for analysis of their health status; and
 - II. **Health coaching sessions** – Companies must conduct at least three health coaching sessions. At least 50% of local older workers who underwent the health needs assessment (or a minimum of 5 older workers, whichever is higher) to attend the health coaching sessions. In addition to the stipulated criteria, companies are encouraged to send more older workers to attend the health coaching sessions.
- g. Submit an impact evaluation report using the template provided
- h. Submit a name list of at least five older workers at point of application and claims

² The appointed vendor to deliver the programme is ST Healthcare. Please contact 64880635, 83327510 or workprohealth@aeromedicalcentre.com for registration. Please note the full programme will require a minimum of 4 months, thus do allocate sufficient time to complete the programme within the 12-month period.

APPENDIX 1: LIST OF AMG COURSES

| S/N | Training Courses | Course Type | Course Provider |
|-----------------------------------|---|--------------------|------------------------|
| Age Management | | | |
| 1. | Basics of Age Management (1 Day) | WSQ | SNEF |
| 2. | Human Resource Management in a Multi-generational workplace: Ethical Issues (1 Day) | Non-WSQ | SUSS |
| 3. | Sociological Aspects of Ageing (2 Days) | Non-WSQ | SUSS |
| Job Redesign | | | |
| 1. | Fundamentals of Job Redesign (1 Day) | WSQ | SNEF |
| 2. | Job Re-design (1 Day) | Non-WSQ | SUSS |
| Workplace Health Programme | | | |
| 1. | Implement Employee Health and Well Being in the Workplace (2.5 Days) | WSQ | SNEF |
| 2. | Workplace Safety and Health (3 Days) | Non-WSQ | SUSS |

APPENDIX 2: LIST OF AGE MANAGEMENT PRACTICES

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

| Categories | Age Management Practices |
|---|---|
| Performance Management Companies must complete 1 and 2. | 1. Implement a new on-line appraisal system or formalise a performance appraisal process ³ . |
| | 2. Carry out performance assessment using (1) on at least 5 employees aged 50 and above. |
| Fair Employment Companies must complete 1, 2 and either 3a, 3b or 3c. | 1. Send a supervisory/HR employee to attend a training course/workshop on 'Fair Employment'. |
| | 2. Recruit at least 3 local new hires or 10% of current workforce size (determined at the point of application), whichever is lower, that are ≥ 50 years old and retain them for at least 3 months. The new hire(s) must be employed on permanent basis or on employment contracts that are at least 12 months in duration. |
| | 3a. Complete both (i) and (ii). i. Develop an employee handbook and disseminate it to all employees. The employee handbook must incorporate the Codes for Fair Employment Practices and the Codes for Fair Recruitment Practices. |

³ Companies can request for a template from WorkPro Programme Partners and modify it to suit their organisational needs.

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| | <ul style="list-style-type: none"> ii. Conduct a simple survey, based on a 2-point scale (i.e. aware / not aware) to determine the level of awareness of fair employment and recruitment practices amongst all employees after implementation of 3a(i). <p>3b. Complete both (i) and (ii).</p> <ul style="list-style-type: none"> i. Organise a campaign to communicate Fair Employment Practices to employees to enhance acceptance and integration among co-workers (e.g. put up poster/notice at workplace, email circular, briefing session and distribute the latest Tripartite Guidelines for Fair Employment). ii. Conduct a simple survey, based on a 2-point scale (i.e. aware / not aware) to determine the level of awareness of fair employment and recruitment practices amongst all employees after implementation of 3b(i). <p>3c. Complete (i), (ii) and (iii)</p> <ul style="list-style-type: none"> i. Complete the TAFEP Fair Employment Index tool ii. Have at least 20% of local workers, subject to a minimum of five, to complete and submit the TAFEP Fair Employment Index tool iii. Send a supervisory/HR employee to attend at least 1 training course/workshop based on the recommendation of the TAFEP Fair Employment Index tool. |
| <p>Managing a Multi-Generational Workforce</p> <p>Companies must complete 1 and either 2a, 2b or 2c.</p> | <ul style="list-style-type: none"> 1. Send a supervisory/HR employee to attend a training course/workshop on 'Managing a Multi-Generational Workforce'. 2a. Develop and implement a new project/programme that would create opportunities and enhance communication between older and younger employees. The intent of the new project/programme should be communicated to all employees to facilitate bonding between employees of different age groups. (e.g. a mix of younger and older workers forming project groups such as Recreation Club Committee, Work plan Committee, Team building/bonding program etc, but exclude company functions and leisure activities such as excursions, company dinner and dance etc). 2b. Implement a Mentoring Programme (e.g. a newly-hired younger worker can be paired with an older worker for three months as part of the OJT programme). Either the mentor or mentee should be an older worker, and the mentee must be a local. 2c. Organise an initiative to give opportunities for colleagues to give appreciation to older workers. |

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| Worker Safety, Health & Well-Being | 1. Send a supervisory/HR employee to attend a training course/workshop on 'Worker Safety, Health & Well-Being'. |
| Companies must complete 1, and either 2, 3 or 4. | 2. Improve workplace ergonomics (e.g. companies redesign their work environment through shifting and purchasing of equipment to reduce workplace risk, send out circular to educate older workers on ergonomic risk factors etc). |
| | 3. Implement health and wellness activities (such as in the areas of Nutrition, Physical Activity, Fatigue Management, Chronic Disease, Mental Well-being, Healthcare Financing, Smoking Cessation, Healthy Canteen / Pantry etc) and proof of communication on healthy tips (e.g. health talks, health screening, health competitions, physical activities and exercises, participate in HPB's SME Workplace Health Package etc, which will benefit older workers). |
| | 4. Attain at least bizSAFE Level 3 certification or SS506 to address the personal health risks of older workers. |
| Training/ Re-training | 1. Send a supervisory/HR employee to attend a training course/workshop on 'Training/ Re-training'. |
| Companies must complete 1 and either 2a or 2b. | 2a. Create training roadmap for older workers. |
| | 2b. Send at least 50% of older workers, subject to a minimum of five, to attend at least 24 hours of training programmes each within grant period on technical, soft and/or employability skills training. The trainings must be above and beyond industry mandatory courses. |
| Re-employment | 1. Send a supervisory/HR employee to attend two training courses/workshops on 'Re-employment'. |
| Companies must complete both 1 and either 2a or 2b. | 2a. Implement the 4R programme with audit. |
| | 2b. Employ or re-employ eligible employee(s) beyond 67 years old on permanent basis or on employment contracts that are at least 12 months in duration. |

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

LIST OF RELEVANT COURSE FOR AGE MANAGEMENT PRACTICES

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

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| 14. | Apply Emotional Competence to Manage Self and Others in a Business Context (2 Days) | WSQ | SNEF |
| 15. | Solve Problems & Make Decisions at Supervisory level (2 Days) | WSQ | SNEF |
| 16. | Solve Problems & Make Decisions at Managerial Level (2 Days) | WSQ | SNEF |
| 17. | Cultivate Workplace Relationships To Optimise Team Performance (2 Days) | WSQ | SNEF |
| 18. | Leading Teams Toward Organisational Excellence (2 Days) | WSQ | SNEF |
| 19. | The Facilitative Leader of Self-Managed Teams (2 Days) | WSQ | SNEF |
| 20. | Build Positive Team Relationships (2 Days) | WSQ | SNEF |
| 21. | Creative Leadership and Self Development Skills (2 Days) | WSQ | SNEF |
| 22. | Support Your Team Creatively (2 Days) | WSQ | SNEF |
| 23. | The Power and Passion of Teambuilding (1 Day) | Non-WSQ | SNEF |
| 24. | Develop Motivated and Productive Workforce (1 Day) | Non-WSQ | SNEF |
| 25. | Leadership Effectiveness (2 Days) | Non-WSQ | SNEF |
| 26. | Enhance Relationships with Assertiveness and Persuasion (2 Days) | Non-WSQ | SNEF |
| 27. | Managing Multi-Generational Workforce Workshop (1 Day) | Non-WSQ | TAFEP |
| 28. | Human Resource Management in a Multi-generational workplace: Ethical Issues (1 Day) | Non-WSQ | SUSS |
| 29. | Human Resource Management in a Multi-Generational Workplace: Fair Employment (2 Days) | Non-WSQ | SUSS |
| Worker Safety, Health & Well-Being | | | |
| 1. | Senior Employment Guidance (2 Days) | Non-WSQ | CFS |
| 2. | Career Coaching for Mature Employees (2 Days) | Non-WSQ | CFS |
| 3. | Comply with Workplace Safety & Health Policies & Procedures (2 Days) | WSQ | NTUC LearningHub |
| 4. | Maintain Workplace Safety & Health Policies & Procedures (3 Days) | WSQ | NTUC LearningHub |
| 5. | Manage Workplace Safety and Health System (3 Days) | WSQ | NTUC LearningHub |
| 6. | Develop a Risk Management Implementation Plan (Bizsafe 2) (2 Days) | WSQ | NTUC LearningHub |
| 7. | WSQ Operate Forklift Course (3 Days)* | WSQ | NTUC LearningHub |
| 8. | WSQ Operate Forklift Course (5 Days)* | WSQ | NTUC LearningHub |
| 9. | Workshop for CEO/Top Management (bizSAFE Level 1) (1/2 Day) | Non-WSQ | NTUC LearningHub |
| 10. | WSH Committee Members Training Course (3 Days) | Non-WSQ | NTUC LearningHub |

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|---|---|---------|------------------|
| 11. | Fire Safety Awareness Course (1/2 Day) | Non-WSQ | NTUC LearningHub |
| 12. | Occupational First Aid Course (3 Days) | Non-WSQ | NTUC LearningHub |
| 13. | Fundamentals of Job Redesign (1 Day) | WSQ | SNEF |
| 14. | Implement Employee Health and Well Being in the Workplace (2.5 Days) | WSQ | SNEF |
| 15. | Maintain Workplace Safety & Health Policies & Procedures (3 Days) | WSQ | SNEF |
| 16. | Manage Workplace Safety and Health System (3 Days) | WSQ | SNEF |
| 17. | Effective Time Management in the Workplace (1 day) and Effective Stress and Anger Management in the Workplace (1 Day) | Non-WSQ | SNEF |
| 18. | Sociological Aspects of Ageing (2 Days) | Non-WSQ | SUSS |
| 19. | Job Re-design (1 Day) | Non-WSQ | SUSS |
| 20. | Workplace Safety and Health (3 Days) | Non-WSQ | SUSS |
| Training/ Re-Training | | | |
| 1. | Re-employment: Equipping and Developing Yourself (Enhanced READY) (1 Day) | Non-WSQ | CFS |
| 2. | Excellent mentoring Skills (2 Days) | Non-WSQ | CFS |
| 3. | Training Needs Analysis – A Practical Approach using ACTION Model (2 Days) | Non-WSQ | SNEF |
| 4. | Maximising Performance Through Coaching (2 Days) | Non-WSQ | SNEF |
| 5. | Interpersonal Communication Skills (1 Day) | Non-WSQ | SNEF |
| 6. | How to Influence People (1 Day) | Non-WSQ | SNEF |
| Re-Employment | | | |
| 1. | 4R Programme (Implement Strategies to Employ, Retain and Re-Employ Older Employees) (2 Days) | WSQ | SNEF |
| 2. | 4R Programme (Performance Appraisal and Re-Career) (1 Day) | Non-WSQ | SNEF |
| * It is necessary for workers to be trained and certified to use the forklifts which are implemented for ergonomics purposes. | | | |

JOB REDESIGN GRANT (UP TO \$300,000 PER COMPANY)

What Is It?

4. The Job Redesign Grant has been enhanced to provide more funding support to help companies create physically easier, safer and smarter jobs for older workers i.e. aged 50 years and above.
5. Companies that embarked on the Inclusive Growth Programme (IGP), the Capability Development Grant (CDG) or the Business Improvement Fund (BIF) may apply for the Job Redesign (Rider)⁴ if the project also leads to a positive impact on older workers. This includes, but not limited to,
 - a. making jobs physically easier, safer and smarter through improvements to the workplace environment / work processes
 - b. placement and retention of older workers
 - c. improved productivity, enhanced job scope, wage increment etc.
6. Companies may submit multiple applications provided that the job redesign project(s) are different and each would benefit a different group of older workers. However, each company is subjected to an overall funding cap of \$300,000.
7. Companies are strongly encouraged to leverage on the Job Redesign Toolkit, which has been jointly developed by SNEF, NTUC and MOM to guide companies through a systematic approach towards job redesign.
8. Companies may engage external consultants to develop a proposal for the job redesign project. You may like to consider one of SPRING's approved consultants as listed on: <http://www.spring.gov.sg/Growing-Business/Voucher/Pages/innovation-capability-voucher.aspx>

Grant Computation

| Job Redesign Grant | Job Redesign (Rider) |
|--|---|
| a. Number of older workers ⁵ aged 50 to 59 who is/are benefiting from the project x \$10,000 + Number of older workers aged 60 and above who is/are benefiting from the project x \$20,000 OR b. 80% of project cost, whichever is lower. | a. Number of older workers aged 50 to 59 who is/are benefiting from the project x \$10,000 + Number of older workers aged 60 and above who is/are benefiting from the project x \$20,000 OR b. Up to 80% ⁶ of actual fundable qualifying cost nett of existing government grants obtained, whichever is lower. |

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

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

Grant Deliverables for Job Redesign Grant

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

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

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

Grant Deliverables for Job Redesign (Rider)

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

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

⁴ Applicable for new projects approved under IGP or CDG on/after 1 Jul 2016, or under BIF on/after 1 Dec 2017, and completed within WorkPro programme period (1 Jul 2016 to 30 Jun 2019). Applications must be submitted no later than 6 months after project completion.

⁵ Older workers must be either Singapore Citizens (SCs) or Singapore Permanent Residents (SPRs) aged 50 and above, employed on permanent basis or on employment contracts that are at least 12 months in duration

⁶ The total funding percentage takes into account grants obtained through IGP, CDG or BIF. The amount of funding eligible under the Job Redesign (Rider) will be capped at 80% of actual fundable qualifying cost (i.e. total grant obtained under IGP, CDG or BIF, and Job Redesign (Rider) must not exceed 80% of the actual fundable qualifying cost).