



COMMUNITY ENGAGEMENT PROGRAMME

IMPLEMENTATION GUIDE
FOR EMPLOYERS



CEP Businesses & Unions Cluster

The Community Engagement Programme (CEP) seeks to strengthen the understanding and ties between people of different races and religions, and encourage different sectors of the society to pick up skills and knowledge in coping with emergencies.

The Businesses and Unions Cluster is one of the five community clusters* that contribute to the CEP. The Cluster aims to build socially harmonious and secure workplaces. This is done through promoting understanding, respect and bonding between different communities, as well as strengthening preparedness and resilience of workplaces for situations that may affect harmonious working relationships.

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* The Ministry of Home Affairs is the overall coordinating agency for the Community Engagement Programme. The following five cluster are involved in the CEP:

Cluster	Supporting Agency
Religious and Community-Based Organisations, and Cultural Groups	Ministry of Culture, Community and Youth
Educational Institutions	Ministry of Education
Media and Academics	Ministry of Communications and Information
Grassroots Organisations	People's Association
Businesses and Unions	Ministry of Manpower

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Introduction




Workplaces in Singapore face new challenges every day. In today's globalised world, employers need to deal with an increasingly diverse workforce with employees of different nationalities, cultures and beliefs. In addition, with the re-employment of older workers up to 65 years and beyond, there are now different generations of employees working together. At the same time, the Internet and the extensive use of new media platforms, such as social networking sites, have brought about greater connectivity and changed the way people communicate.

In the face of these new dynamics, workplaces need to be better prepared for crises as well as other challenges that may adversely affect employees at the workplace. Dealing with such situations at the workplace requires more than just a business continuity plan that focuses on infrastructure and emergency escape routes. There is a need to focus more on building mutual understanding and trust, strengthening relationships and developing appropriate plans that can help ensure workplace resilience and harmony at all times.

According to a Community Engagement Programme (CEP) Survey conducted by the Businesses and Unions Cluster in 2009, 73% of the employers surveyed have some form of emergency response plans in place. However, the majority of these plans consist of backup facilities and IT systems. Fewer than half of these employers have measures that address employees' anxieties and concerns or deal with their grievances.

Employers should pay close attention to employees' anxieties and grievances and incorporate appropriate plans and programmes to properly manage these issues. If not addressed properly, negative emotions could escalate into workplace tensions and potentially lead to more serious workplace problems that will affect the organisation's operations and bottom line.

Designed for CEOs, human resource practitioners, emergency response teams and line managers, this CEP Implementation Guide for Employers aims to help organisations build a resilient and united workforce, one that can weather serious business disruptions together. By incorporating initiatives that foster mutual respect and understanding as part of your organisation's business plans, you will strengthen your organisation's preparedness and help boost your employees' morale and business productivity. The guide will also provide some practical steps and initiatives that you can adopt and customise according to your organisation's needs, to help you build a more resilient and united team.

The background consists of a grid of squares in various shades of green, from light to dark. A central orange square with rounded corners contains the text.

**IDENTIFY
RISKS
TO HARMONIOUS
RELATIONS AT
THE WORKPLACE**

2

Identify Risks to Harmonious Relations at the Workplace

To identify the risks that could affect your workforce and cause business disruptions, you need to have a thorough understanding of your business environment and the profile of your workforce. By anticipating these risks, you will be able to better deal with events and situations that may adversely affect harmonious working relations at your workplace.

You need to identify and understand the risks your organisation may face and evaluate them.

There is no single right way. When assessing these risks, you should consider a range of factors. Some of these could be:

- * Nature of your business and your business model
- * Size and profile of your workforce
- * Geographical location(s), including overseas offices or subsidiaries (if any)
- * The environment within which your business operates



Some questions that can help you consider the impact of the risks and assess your organisation's level of preparedness are as follows:


Identifying Risks and Understanding Their Impact on Harmonious Relations at the Workplace

- What are some of the possible events and situations that can negatively affect my business and staff?
- How will my employees' psychological and emotional needs be affected by such events or situations?
- Which of these have a greater impact on my business and staff?

You may wish to rank the identified risks as "low", "medium" or "high".

Prioritising Critical Business Functions

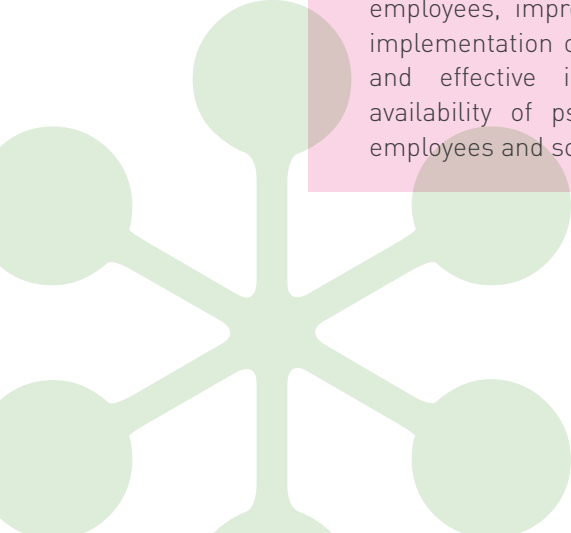
- What are some of the functions that are critical to my business?
- How would the failure or disruption of these functions affect my employees and the allocation of staff resources?



Developing Effective and Relevant Preparedness Plans

Are there existing plans that will help ensure that workplace relations remain calm, harmonious and resilient, and that critical functions can continue to operate smoothly or resume quickly in crises or situations that may adversely affect my employees at the workplace?

These could include:

- ❑ Programmes and activities that promote an inclusive and harmonious working environment
 - ❑ Plans that keep employees regularly informed of developments during a crisis
 - ❑ Programmes and plans that are aimed at seeking regular feedback and addressing employees' grievances quickly and appropriately
 - ❑ Provision of additional arrangements to support affected employees, improve and motivate performance – i.e. implementation of flexible work arrangements, regular and effective internal communication procedures, availability of psychological counselling services for employees and social support groups
- 

An illustration of some risks that could adversely affect your business and workforce:



Different organisations will take very different approaches to managing similar risks. Having identified the risks, you should subsequently make a considered choice about your organisation's responses to them. You may also want to take into account other factors such as:

- * Probability and the potential impact
- * Cost
- * Feasibility
- * Legal and business obligations
- * Customers' expectations

You should also regularly review the list of identified risks, to monitor whether the risk profile is changing, gain assurance that risk management is effective, and identify and implement further action if necessary.

The next section will highlight some initiatives that you can consider implementing to enhance workplace relations and resilience.





**BUILD AN
INCLUSIVE,
HARMONIOUS,
AND RESILIENT
WORKPLACE**

3

Build an Inclusive, Harmonious and Resilient Workplace

It is important to build an inclusive, harmonious and resilient workplace, regardless of your organisation's size or the industry that you are in. The efforts required to reap the benefits of a more cohesive workforce need not be resource-intensive. You can begin by adopting some of the good practices outlined in this section.

3.1 PROMOTE UNDERSTANDING AND RESPECT FOR DIFFERENT CULTURAL PRACTICES AND CUSTOMS

※ Core Values

Every organisation has its own core values. These reflect what is important to the organisation and could shape employees' behaviour. By including values such as respect and inclusiveness into your organisation's core values, you are recognising the importance of these values and encouraging your employees to put them into practice when they interact with one another.



The management should also lead by example by upholding and practising these core values. This will further emphasise and demonstrate to employees the importance of such values to your organisation.

The management can also identify “ambassadors” among themselves to champion and lead a team to develop and implement programmes that are aimed at promoting inclusiveness, harmony and resilience at the workplace.

Examples of Core Values:

- * Trust
- * Inclusiveness
- * Respect
- * Fairness
- * Diversity
- * Teamwork
- * Harmony
- * Resilience
- * Unity
- * Equality
- * Empathy
- * Care and concern among colleagues

* Programmes that Promote Inclusiveness, Harmony and Resilience

To instill and reinforce values such as mutual understanding, respect and inclusiveness at the workplace, various activities can be organised to help employees better understand one another’s cultures, religious beliefs and customs. This also helps prevent misunderstandings.



You can consider these initiatives:

- ✚ **Festive celebrations** that go beyond just feasting but also include the sharing of cultural traditions and customs. For example, during a tea celebration for Hari Raya Puasa or Mid-Autumn Festival, you can invite your colleagues to share the customs and meanings behind the festival while they feast.
- ✚ **Celebration of Racial Harmony Day** which falls on 21 July every year. This allows your staff to reflect on Singapore's racial and religious harmony. On this day, some organisations in Singapore encourage their employees to dress in their ethnic costumes and feature their traditional delicacies and games in the celebrations.
- ✚ **Interactive workshops and lunchtime talks** on cross-cultural appreciation and interpersonal communication. These training sessions not only build understanding of different communication styles across various cultures, they also help day-to-day interactions among employees and reduce conflicts.

-
- ✦ **Regular teambuilding and bonding sessions** that reinforce the organisation's core values and foster unity and teamwork, which in turn contribute to optimal team performance.
 - ✦ **Induction programmes** that highlight the organisation's core values, different cultural practices among the community, as well as the need for mutual understanding and respect among colleagues.
 - ✦ **Visits to places of worship** to promote and broaden understanding of the different religious and cultural perspectives.



3.2 ADOPT FAIR EMPLOYMENT PRACTICES

If your employees feel that they are discriminated against or are not treated with fairness and respect, they will feel discontented and tensions can simmer. Such tensions can lead to disharmony and conflicts at the workplace, affecting employees' morale and productivity. As a result, your employees will not be as resilient and united in a crisis.

Conversely, when your employees are treated fairly and with respect, they feel valued and will be more motivated to do their best for your organisation. A motivated and harmonious workforce is likely to stand united and help the company tide through crises.

The following are some examples of fair employment practices you can adopt to minimise the occurrence of interpersonal conflicts:

- ❖ Hiring based on merit rather than on biased criteria that are irrelevant to the job
- ❖ Rewarding employees objectively based on their performance and contributions
- ❖ Providing equal opportunities for employees to be considered for training and development

3.3 HANDLE GRIEVANCES EFFECTIVELY

When grievances and conflicts arise at the workplace, you should act quickly to address them appropriately and effectively. If disputes are left to simmer without being addressed adequately or are mismanaged, they could lead to more serious workplace issues that would adversely affect employees' morale, workplace relations and productivity.

Therefore, your organisation should have in place a sound grievance handling procedure to address such issues. This is especially important during a crisis, as the shock from the situation and the lack of complete, accurate and factual information may give rise to circulating rumours and feelings of unease and anxiety among employees. In such a situation, existing and unresolved grievances could escalate into more serious misunderstandings and conflicts.





When putting in place such grievance handling procedures, the following are important:

- ❖ **Ensure that all employees are aware of the available feedback channels in the organisation.** Employees should know what to do and who they can approach to raise such issues and concerns. Such information can be included in the organisation's employee handbooks, the Intranet and the notice board.
- ❖ **Ensure that stakeholders who are involved in the grievance handling process are trained with such relevant practical skills.** These stakeholders can include the management, human resource practitioners and line managers. It is also important for them to be aware of their workforce profile and the sensitivities involved when working in a culturally diverse environment, so that they are better equipped to perform their roles when addressing grievances.
- ❖ Depending on the nature of the grievance, employees may find it more comfortable to confide in someone who is of the same race, religion or gender. **When selecting the pool of managers to handle grievances, it is advisable to include people of different races, religions and gender.**

Your organisation should learn from past incidents and take steps to prevent them from happening again. You should also be mindful of any spillover effects that may affect the morale and relationships among employees.

Signs of potential conflicts between individuals or groups of employees include:

- * Simmering tensions between individuals or groups of employees over innocuous incidents
- * Frequent incidences of conflicts among employees e.g. heated arguments, quarrels, fights
- * Colleagues are not on talking terms
- * Colleagues contradict and bad-mouth one another
- * Colleagues deliberately undermine or do not cooperate with one another
- * Cliques meet to discuss issues in private
- * A group is being left out by others deliberately
- * Sudden spike in leave of absence
- * Low morale

3.4 ESTABLISH EFFECTIVE MEANS OF COMMUNICATION

During peacetime and during emergencies, effective communications in an organisation should include both top-down and bottom-up processes.

Feedback channels should be made readily available for employees to surface issues and concerns. This will allow the management, line managers and supervisors to be aware of the sentiments at the workplace and be informed of any grievances that may be simmering.

There are many ways your organisation can gather feedback from your employees. Some common ones include:

- * Employee satisfaction surveys
- * Performance appraisals
- * Exit interviews
- * Informal tea sessions with the management

These platforms allow your employees to raise personal issues, problems and grievances. They also enable employees to inform the management on other developments and conflicts that may be simmering at the workplace. This gives the organisation more time to resolve the issues before they escalate into more serious problems.



You may also wish to engage opinion leaders within the organisation. They may be union leaders, managers or rank-and-file employees who have good rapport with their colleagues. These informal networks of trust are valuable platforms that you can tap on as they can help to:

- ❖ Monitor the workplace and pre-empt conflicts
- ❖ Provide useful feedback on issues and concerns
- ❖ Counsel and influence their peers and help resolve conflicts
- ❖ Dispel any rumours and help convey accurate information to their colleagues during a crisis



The management should also regularly communicate to employees the developments and plans that they may have for their organisation and the employees. This is especially crucial during a crisis. The transparent communication of plans and information related to the crisis can help play an important role in allaying any rumours, misunderstandings, anxieties and concerns among the employees.



3.5 BE OPEN AND SENSITIVE

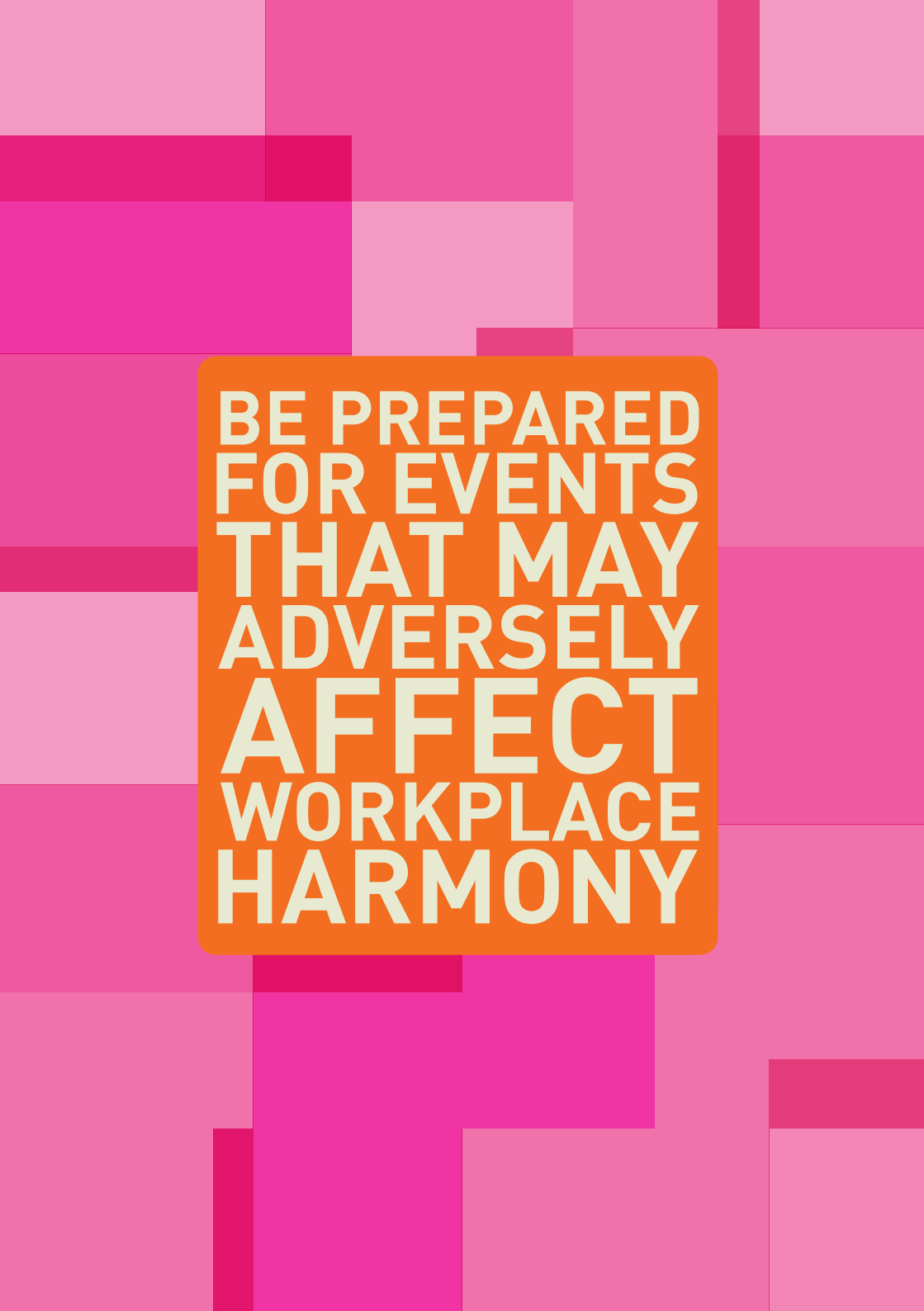
Everyone appreciates a working environment where the organisational culture and practices are inclusive, and colleagues show care and respect towards one another. The key is to be open and sensitive to everyone's needs.

Here are some suggestions you can consider implementing:

- ✿ Include representatives of different races, religions and nationalities in your welfare or recreational committees
- ✿ Consider and accommodate whenever possible your employees' needs that arise from their racial or religious customs

✿ For example:

- Respecting the dietary requirements that employees may have due to their religious beliefs. For corporate events, avoid catering food that they are unable to consume whenever possible.
- Avoid having meetings or events on festive holidays so that all employees can participate.
- Avoid using words and actions that could be deemed as offensive. For example, do not stereotype others based on his/her races or religions or make fun of their religious beliefs and practices.



**BE PREPARED
FOR EVENTS
THAT MAY
ADVERSELY
AFFECT
WORKPLACE
HARMONY**

4

Be Prepared for Events that May Adversely Affect Workplace Harmony

Employees are critical assets to any organisation. In addition to physical health and safety risks, they can also suffer psychological trauma and emotional distress. During crises, they could have strong emotions of fear and anxiety as well as concerns about their job security. They could also experience low morale, which could lead to lower productivity.

Hence where relevant, your organisation should have ready and effective preparedness plans to mitigate the adverse impact of major international/local events or situations on the harmonious working relations among your employees, and on their emotional well-being. Plans that support and help employees deal with the situations can help maintain resilience during difficult times, minimise disruptions to business operations and facilitate quicker resumption to normal operations.

More information on "Forming a Crisis Response Team" can be found in Section 6: Resources (page 42)

When developing these plans, a cross-sectional Crisis Response Team that involves personnel across management and operational functions can help ensure that such plans are well conceived, up-to-date and could be well executed when required.

Examples of plans that help to address employees' needs and emotions include **flexible work arrangements**, **crisis communication plans** and **the availability of support networks**.

* Flexible Work Arrangements

Flexible work arrangements can be an effective way to ensure minimal disruptions to business operations. Such arrangements could also allow employees to take some time off work to recover emotionally or to attend to family needs.

You could also implement flexible work arrangements as part of your organisation's efforts to cut costs and save jobs during severe economic recessions or in situations when the viability of the business is at risk.

You can consider implementing the following arrangements, in consultation with workers or unions (if your company is unionised):

- ✦ Allowing employees to take their annual leave
- ✦ Granting employees time-off
- ✦ Asking employees to utilise their childcare leave (e.g. if there is an ongoing crisis that affects your employees' children, such as H1N1 flu pandemic)
- ✦ Consider granting no-pay leave if employees have utilised all their leave entitlement
- ✦ Implementing part-time arrangements that help retain jobs while minimising costs for your organisation

* Communication Plans

It is important that employees are kept informed and are regularly updated in a timely manner. This will help allay fears and anxieties and quell circulating rumours that could adversely affect employees' morale and lead to misunderstandings and conflicts.



Sample templates for recording important contact information can be found in Section 6: Resources, under "Database of Important Contacts" (page 48)

To enable your organisation to inform and update your employees quickly and effectively, you should consider incorporating the following elements into your communication plans:

✚ Essential contact details, including:

- Contact numbers, emails and addresses of all employees and their next-of-kin
- Names and contact details of employees who are trained in grievance handling and counselling
- Important contact details such as for the police, counselling hotlines and key union representatives

These important contact details should be reviewed and updated regularly.

Some examples are provided in Section 6: Resources, under “Alert and Contact Systems” (page 52)

Establish procedures to disseminate accurate information

- Outline the flow of information to ensure every key stakeholder in your organisation is kept informed and updated regularly
- Include key points of contacts, such as the management and representatives from each of the crisis response teams


Alert and contact systems can help your organisation quickly and effectively contact and send messages to a large number of employees.

Draw up positions or information sheets to address employees’ concerns

During a crisis, it is essential that employees’ concerns are managed properly. The management should address these concerns quickly and appropriately, provide assurance and take steps to rally employees and foster unity at the workplace.

You can consider drawing up suitable key messages that convey empathy, assurance and solidarity with the employees as part of your organisation’s communication plans. Some tips and suggestions to consider when developing such draft messages are as follows:

Issues to address	What can you do?	Example
<p>Emotions (such as fear and anxiety)</p>	<ul style="list-style-type: none"> ❖ Show empathy and understanding to your employees ❖ Assure employees of your organisation's commitment to resolve the crisis to the best of its abilities 	<p>"This crisis has been a difficult experience for us. We all feel the impact from this incident. We will support each other and work together to resolve the situation as soon as possible. Apart from the counselling services that are available, the organisation is taking the following steps..."</p>
<p>Situational and job concerns (such as job security)</p>	<ul style="list-style-type: none"> ❖ Encourage your employees to surface their concerns ❖ Reassure your employees by expressing commitment to address their concerns 	<p>"If you have any concerns, do approach your supervisors or any of the senior management staff. We are committed to seeing our organisation through this situation. We are doing everything possible to ensure that business operations proceed as normal and your employment is not affected."</p>
<p>Morale of employees</p>	<ul style="list-style-type: none"> ❖ The management takes the lead to rally and unite employees ❖ Provide information and updates on the situation regularly 	<p>"This crisis has affected every one of us, regardless of race, religion or nationality. Let us work together to pull through this crisis and help each other cope with the impact from this incident."</p>



If your organisation is unionised, you may consider working with union representatives when developing your crisis communication plans and when drawing up key messages to employees. Unions and employers should work together to rally employees and calm emotions.

You can also consider drawing up in advance draft information circulars for your employees, for quick dissemination if required. These can contain useful information such as advice on how they can cope with the emotional and psychological impact as well as the support and assistance channels that are available.

Sample of an information circular/sheet on managing emotional impact in the aftermath of a terrorist attack

This crisis has been a difficult time for all of us. You may experience the following as a result of the incident:

- * Feelings of withdrawal, disconnectedness, fear, anger and grief
- * Confusion, disorientation and difficulty in concentrating
- * Difficulty in sleeping and loss of appetite
- * Feelings of isolation, conflict with colleagues, friends and family

Please be assured that this is normal. Let us rally together to tide through this difficult time and support one another. With everyone's efforts and support, we can overcome any problems and return the situation to normal as soon as possible.

Should you require assistance or advice, do not hesitate to approach your colleagues:

- * List contact details of persons whom they can approach for support services such as grievance handling and counselling

* This is only an example. Employers should customise this circular according to your organisations' needs. This includes obtaining the latest updates from official sources, as and when necessary.

* **Social Support Network**

Employees are likely to feel anxious and fearful during a crisis. The support of friends and colleagues will increase their sense of security and help them cope with the situation.

Human resource managers, line managers/supervisors and selected employees can be identified and be trained in counselling, so that they can support their peers and help them cope with the emotional trauma and stress when a crisis occurs.

* **Regularly Test and Review Your Plans**

Crisis preparedness plans are more effective if employees are aware of and are familiar with them. It is thus important that regular exercises are conducted to test these plans. This also ensures that these processes and procedures are continuously improved and remain relevant.

The following list includes some common types of simulation exercises that you can consider implementing. These exercises may not be as resource-intensive and time-consuming as they appear to be. You can adapt ideas from these examples and customise simulation exercises according to your organisation's needs.

Some common types of simulation exercises that you can consider are:

Type of exercise	What is it?
Tabletop exercise	<p>A tabletop exercise is designed to assess the level of preparedness of the staff involved, as well as the relevance of existing plans, policies and procedures when responding to the impact of a possible emergency.</p> <p>The exercise can begin with the simulation of an incident that has disrupted smooth business operations. Possible supplementary scenarios can also be injected during the exercise to test the different aspects of the plans.</p> <p>Example: A major fire has occurred and operations have been disrupted. Teams are required to come up with mitigation measures with reference to your crisis response plans. Possible scenarios can include, for example, one that involve employees suffering from psychological trauma and emotional distress.</p>
Case study	<p>A case study is a detailed examination and analysis of an event or incident. It enables teams to better understand the circumstances that have led to the event and the relevant learning points that could be used to improve their own plans.</p> <p>Example: The crisis communications team is required to discuss the areas in which the organisation, ABC, has done well when responding to a crisis and the areas of improvement.</p>

<p>Role-playing</p>	<p>Role-playing is an activity-based exercise where relevant staff can rehearse and act out their roles in response to a simulated scenario. Role-playing can help relevant staff familiarise themselves with their respective roles.</p> <p>It is also useful for training that involves various parties (e.g. in a grievance handling situation) as it provides ample opportunities for practice and coordination.</p> <p>Example: An employee is required to take on the role of an “aggrieved employee”, while his colleague will take on the role of the “conciliator”. The “conciliator” should resolve the matter by following the organisation’s grievance handling policies and procedures while applying the soft skills and knowledge acquired during training sessions.</p>
<p>Drill</p>	<p>A drill is an exercise that helps the organisation practise what to do in an emergency. Organisations that are vulnerable to risks (such as fire, explosion and chemical attacks) can conduct drills to familiarise employees with escape routes and safety procedures.</p> <p>Example: A chemical leak has occurred in a manufacturing plant. All employees are required to evacuate to a safe gathering point in accordance with the plan.</p>

The image features a background of various shades of purple and lavender, overlaid with a pattern of dark purple and black geometric shapes, including rectangles and squares of different sizes and orientations. In the center, there is a bright orange rounded rectangle containing the word "CONCLUSION" in white, bold, uppercase letters.

CONCLUSION

5

Conclusion

Events and situations that adversely affect harmonious workplace relations can happen any time. Your organisation's ability to weather them depends on the resilience of your workforce and how prepared your organisation is. Such resilience and preparedness need to be built up during peacetime and cannot be taken for granted.

To better safeguard and strengthen the resilience of your organisation, you should address your employees' needs in such situations. In this guide, the practical tips and suggestions provided will help you build a more inclusive, harmonious and resilient workplace. When plans, programmes and initiatives are in place, your organisation will be more ready to deal with such workplace challenges effectively.

Tips on Building an Inclusive, Harmonious and Resilient Workplace

- * Identify Risks to Harmonious Relations at the Workplace
- * Build an Inclusive, Harmonious and Resilient Workplace
 - ⋈ Promote Understanding and Respect for Different Cultural Practices and Customs
 - ⋈ Adopt Fair Employment Practices
 - ⋈ Handle Grievances Effectively
 - ⋈ Establish Effective Means of Communication
 - ⋈ Be Open and Sensitive
- * Be Prepared for Events that May Adversely Affect Workplace Harmony



RESOURCES

6

Resources

This section includes a checklist and sample templates that you can use for developing preparedness plans and to enhance harmonious relations at your workplace.

6.1 WORKPLACE RESILIENCE CHECKLIST FOR BUSINESSES

This checklist will help you put in place the appropriate measures to boost your employees' morale, and productivity and strengthen your organisation's preparedness for serious business disruptions. The list is meant to serve as a guide and is not exhaustive.



WORKPLACE RESILIENCE CHECKLIST FOR BUSINESSES

Indicate beside each CEP Resilience Measure whether your organisation has a corresponding measure in place. In the “Remarks” column, note down the existing measures or the plans to implement some of these recommended initiatives.

Building an Inclusive and Harmonious Working Environment

CEP Resilience Measures	Yes/No	Remarks/ Next Action
<p>1. Your organisation has in place a set of core values that outlines its commitment towards inclusiveness and harmony at the workplace.</p> <p><i>e.g. core values may include respect, inclusiveness, trust, etc</i></p>		
<p>2. Your organisation organises activities and initiatives to promote bonding and mutual understanding regularly.</p> <p><i>e.g. celebrating ethnic festivals to enhance the awareness of the customs and practices of different communities</i></p>		
<p>3. Fair and inclusive human resource policies and employment terms are part of your organisation’s practices.</p> <p><i>e.g. hiring and rewarding employees based on their contributions</i></p>		

<p>4. Your organisation has in place proper grievance handling procedures to help your employees resolve grievances effectively.</p> <p><i>e.g. having a step-by-step process and planned measures for different issues</i></p>		
<p>5. Your employees are well informed of the grievance handling procedures and the proper feedback channels they can use to resolve their conflicts and discontentment.</p> <p><i>e.g. informing your employees through shared internal platforms such as emails, posters, lunchtime talks and forums</i></p>		
<p>6. Your organisation's human resource staff, line managers and key supervisors are trained in skills essential for managing workplace relations.</p> <p><i>e.g. grievance handling, counselling skills, conflict management and mediation</i></p>		
<p>7. Racial and religious sensitivities of your employees are important considerations when planning for corporate functions.</p> <p><i>e.g. dietary restrictions, dates of ethnic and/or religious festivals</i></p>		

WORKPLACE RESILIENCE CHECKLIST FOR BUSINESSES

Indicate beside each CEP Resilience Measure whether your organisation has a corresponding measure in place. In the “Remarks” column, note down the existing measures or the plans to implement some of these recommended initiatives.

Strengthening Workforce Resilience Through Crisis Preparedness Plans		
CEP Resilience Measures	Yes/No	Remarks/ Next Action
<p>8. Your organisation has identified the possible risks that could affect your employees and cause business disruptions.</p> <p><i>e.g. identifying external events and/or situations that may adversely affect harmonious working relationships</i></p>		
<p>9. Your organisation’s crisis response plans include those dealing with employees’ anxiety and manpower allocation.</p> <p><i>e.g. flexible working arrangements to mitigate significant absence</i></p>		
<p>10. Your organisation has set up support groups to help your employees cope with the emotional impact of crises and to preserve harmonious workplace relations.</p> <p><i>e.g. setting up employee assistance programmes, involving union leaders (if your company is unionised) and staff welfare groups in crisis planning</i></p>		

<p>11. Your employees are well informed of your organisation's response plans and are familiar with their respective roles.</p> <p><i>e.g. induction programmes for new employees, information circulars, forums and talks on the organisation's response plans</i></p>		
<p>12. Your organisation holds simulation exercises regularly to review and update existing response plans and to ensure their robustness and relevance.</p> <p><i>e.g. tabletop exercises, role-playing exercises based on simulated crisis scenarios, sharing case studies, drills</i></p>		
<p>13. Your organisation has developed feedback channels for identifying and monitoring risks to workplace harmony.</p> <p><i>e.g. discussions with union leaders (if your company is unionised), regular informal feedback or tea sessions with supervisors and management, exit interviews</i></p>		

WORKPLACE RESILIENCE CHECKLIST FOR BUSINESSES

Indicate beside each CEP Resilience Measure whether your organisation has a corresponding measure in place. In the “Remarks” column, note down the existing measures or the plans to implement some of these recommended initiatives.

Communicating Effectively		
CEP Resilience Measures	Yes/No	Remarks/ Next Action
14. Your organisation has in place a crisis communication team that is responsible for ensuring smooth and coordinated communication during crises.		
15. Your organisation has in place internal crisis communication plans that include providing for timely updates and open channels to receive feedback.		
16. Your organisation has collected employee contacts and personal details and updates them regularly for ease of contact during an emergency.		
17. Your organisation has in place communication tools and supporting infrastructure and has backed them up to facilitate crisis communication.		

<p>18. Your organisation has identified suitable platforms and methods for communicating information quickly and reliably to employees during a crisis.</p> <p><i>e.g. Intranet, email circulars, mass SMS, call trees, lunch forums, organised sharing sessions (involving union leaders, if your company is unionised)</i></p>		
<p>19. Your organisation has prepared suitable key messages to address employee concerns, convey assurance and foster unity at the workplace.</p> <p><i>e.g. information circulars to address the emotional and psychological impact on employees</i></p>		
<p>20. Your organisation has factored in communication plans that facilitate post-incident recovery.</p>		



6.2 SAMPLE TEMPLATES AND FORMS

6.2.1 Forming a Crisis Response Team

You can consider setting up a Crisis Response Team to coordinate business contingencies. This team should participate actively in the planning process. The team should also be familiar with the procedures so that it is able to respond effectively to any business disruption.

Where possible, the Crisis Response Team should be cross-sectional and involve staff from senior management as well as supervisory and operational levels. If your company is unionised, union leaders should also be involved. The roles and responsibilities of each functional section (and subsections, if there are any) should be laid out clearly so that everyone involved understands his/her role during a crisis.

The Crisis Response Team can also play an active role in educating staff about crisis response procedures. It should regularly review crisis response plans and conduct exercises to test these plans.

Crisis Response Team Roles and Responsibilities

Crisis Response Team Leader

The team leader oversees and manages the planning and implementation of crisis response measures across functional sections in the organisation. He/She will provide leadership during business contingencies to ensure that the organisation's response is well coordinated.

Key Roles and Responsibilities:

1. Oversee and coordinate crisis response planning and implementation
2. Prepare senior management on crisis response measures
3. Consult the crisis response team and implement appropriate plans

** You may customise the specific roles and responsibilities of this team according to your organisation's needs.*

Team Leader

Name:

Designation:

Contact No.:

Alternative Contact No.:

Alternative Team Leader

Name:

Designation:

Contact No.:

Alternative Contact No.:

Crisis Response Team Roles and Responsibilities

Crisis Communication

The crisis communication team should help to develop and review the organisation's crisis communication plans. During business contingencies, it should recommend appropriate communication responses and manage both internal and external communication.

Key Roles and Responsibilities:

1. Media management
2. Inform and update all staff of emergency situations and the corresponding measures
3. Develop prepared lines and messages that could be used to address crisis situations

** You may customise the specific roles and responsibilities of this team according to your organisation's needs.*

Section Lead

Name:

Designation:

Contact No.:

Alternative Contact No.:

Section Members

Name:

Designation:

Contact No.:

Alternative Contact No.:

Name:

Designation:

Contact No.:

Alternative Contact No.:

Crisis Response Team Roles and Responsibilities

Human Resource

The human resource team should coordinate and implement work arrangements to help minimise disruptions to core business functions.

Key Roles and Responsibilities:

1. Ensure payroll continuity
2. Allocate manpower and implement contingency and alternative work arrangements
3. Ensure employees' well-being and harmonious workplace relations
4. Recommend and coordinate programmes that support employees' welfare and maintain good relations and morale at the workplace
5. Arrange welfare and psychological support through various platforms, e.g. informal counselling, seminars or forums
6. Gather feedback on employee concerns and anxieties
7. Work with unions (if company is unionised)

** You may customise the specific roles and responsibilities of this team according to your organisation's needs.*

Section Lead

Name: _____ Designation: _____

Contact No.: _____ Alternative Contact No.: _____

Section Members

Name: _____ Designation: _____

Contact No.: _____ Alternative Contact No.: _____

Crisis Response Team Roles and Responsibilities

Workplace Safety and Health

This team is responsible for employees' physical safety and health. It should implement plans to minimise damage or physical harm to employees, e.g. evacuation plans, safer work procedures.

Key Roles and Responsibilities:

1. Assess and review existing risks to workplace safety and health; manage them by establishing safe work procedures
2. Ensure that all staff are familiar with safety procedures
3. Report incidents to relevant authorities immediately
4. Manage issues related to workplace injuries

** You may customise the specific roles and responsibilities of this team according to your organisation's needs.*

Section Lead

Name:

Designation:

Contact No.:

Alternative Contact No.:

Section Members

Name:

Designation:

Contact No.:

Alternative Contact No.:

Name:

Designation:

Contact No.:

Alternative Contact No.:

Crisis Response Team Roles and Responsibilities

Facilities Management and Operations

This team should coordinate with different departments in the organisation to ensure the continuity and/or recovery of facilities and supplies needed for critical business functions.

Key Roles and Responsibilities:

1. Plan and prepare for disruptions to facilities and operations, e.g. utility disruptions, workplace accidents, building disasters, critical suppliers experiencing a crisis
2. Prepare for alternative locations, facilities and supplies, e.g. alternative work locations and storage sites, and alternative suppliers, contractors and vendors
3. Back up critical records, computer systems and facilities

** You may customise the specific roles and responsibilities of this team according to your organisation's needs.*

Section Lead

Name: _____ Designation: _____

Contact No.: _____ Alternative Contact No.: _____

Section Members

Name: _____ Designation: _____

Contact No.: _____ Alternative Contact No.: _____

Name: _____ Designation: _____

Contact No.: _____ Alternative Contact No.: _____

In addition to the various areas that are suggested above, you can include other teams and representatives from different business units who can play an important role in safeguarding the smooth operations and viability of your business.

6.2.2 Database of Important Contacts

You should consider creating a database of important contacts needed for the continuation of your business in the event of a disruption. Different groups of important contacts should also be updated and reviewed regularly, as the database can also serve as your emergency phone directory. Such a database should be backed up regularly.

Listed below are some examples of the different groups of information that you can consider including in your database of important contacts:

- * Employees' details
- * Contacts of primary and alternative suppliers, contractors, vendors
- * Contacts and information of primary customers
- * Important organisations and authorities
e.g. counselling centres, healthcare services, childcare/ eldercare facilities in the vicinity, and relevant government authorities
- * Venue owners and points of contact for alternative sites
- * Union contacts
- * Media contacts

Included in this section are some examples and templates that you can use to create your organisation's database of important contacts.

(A) Employees' Details

A well organised database of employees' details will help your organisation respond to emergencies more effectively and efficiently. This information can be used for alerting, informing and mobilising employees quickly when required.

The example below is laid out as a form but you could also collate the information into a database. Where possible, you can make use of widely available software to document and retrieve the information quickly when needed. It is also advisable to keep backup copies of the information.



Employee's Details

WORK-RELATED INFORMATION

Employee ID:

Name:

Designation:

Division:

Key Responsibilities:

Official Work Hours:

Work Location:

Office Telephone No.:

Company-Issued Mobile Phone No. (if any):

Email address:

Emergency Skills:

e.g. skills in crisis preparedness such as CPR, first aid, psychological counselling, crisis management, etc.

PERSONAL AND FAMILY INFORMATION

Home Address(es):

Home Telephone No.:

Personal Mobile No.:

Personal Email Address(es):

Availability of Internet Access at Home (Yes/No):

Availability of Personal Vehicle (Yes/No):

If no, usual mode(s) of transport:

Emergency Contact 1:

Name:

Relationship:

Office Telephone No.:

Home Telephone No.:

Mobile No.:

Emergency Contact 2:

Name:

Relationship:

Office Telephone No.:

Home Telephone No.:

Mobile No.:

OTHER IMPORTANT INFORMATION

Drug Allergies:

Dietary Restrictions:

Special Needs and Requirements:

(B) Important Organisations, Services and Authorities

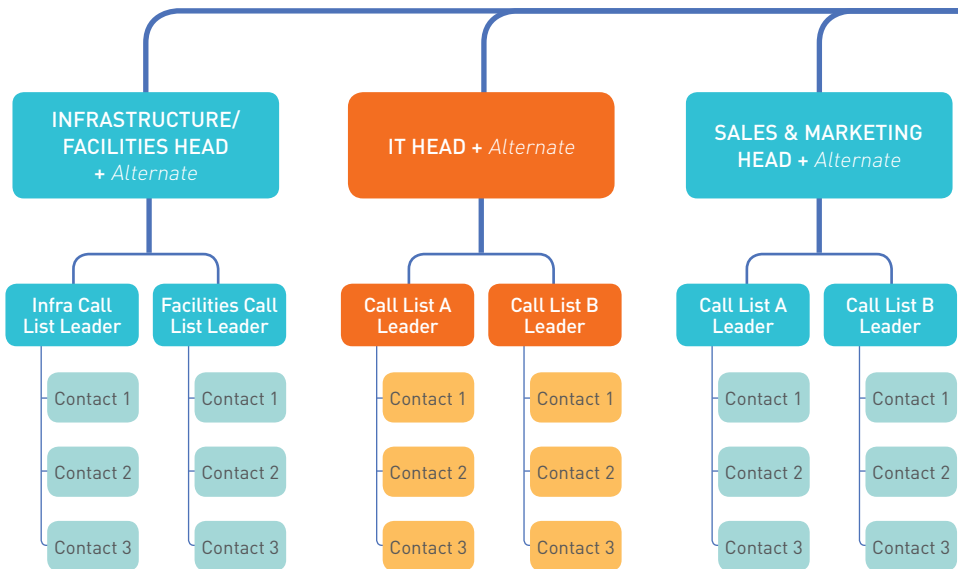
Organisation	Purpose/ Related Business Function	Hotline & Main Email	Contact Person(s):	Contact No.	Contact Person's Email	Info Website Address
Police						
Fire & Civil Emergencies						
Building & Construction Agency						
Housing Development Board						
Town Council						
Hospital X						
Hospital Y						
Union Contact						
Emergency Counselling						

6.2.3 Alert and Contact Systems

(A) Call Trees

See 6.2.2 (A)
Employee's
Details

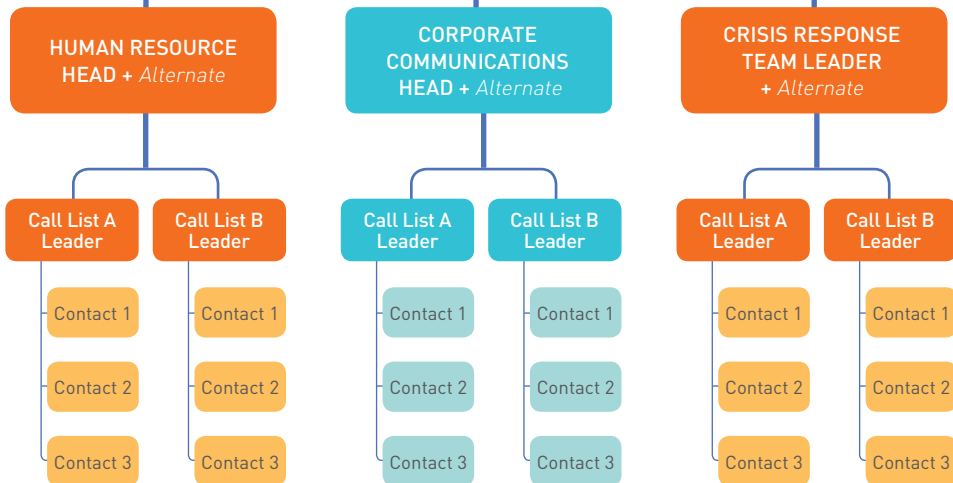
A call tree can be used to contact people and convey information during emergencies. It can help your organisation reach a large number of your staff quickly if well-rehearsed. This contact method can also help to track or monitor your employees' safety and locations. It can be easily created and customised using your employees' names and emergency contact numbers. The diagram below shows an example of how a call tree works:



Leaders of call lists are responsible for contacting the employees in their list. They should thereafter report to the assigned heads of call lists for each department. The heads can then relay the reported information to the crisis response coordinator, who will then have an overview of the latest employee situation during serious business disruptions. This system is more effective if the key contact information is regularly updated and employees are familiar with this process.

**CRISIS RESPONSE
COORDINATOR**
+ Alternate

TIP: Organise call lists according to functional work groups & keep the no. of people in each call list manageable. This can help to ensure that the process is more effective.



(B) Mass Contact Systems

Listed below are some types of automated mass contact systems that are available commercially. You may consider which system best suits your organisation's needs.

Short Message Service (SMS)	The SMS can reach a large number of your employees who need to be quickly informed of the situation, while tracking their safety and/or location. This is particularly useful if nearly all or most of your employees carry mobile phones and know how to read and reply to SMS.
Mass Emailing System	An automated mass email with "Return Receipt" can send out more comprehensive information and help your organisation track the rate of contact. This system is more effective for organisations where many or most of the employees have been assigned laptops and/or work off-site.
Automated Call Tree	An automated call tree helps convey messages to call recipients who will hear a voice message upon picking up the call.
Voicemails	A company voicemail system can help you inform customers, contractors, vendors, suppliers and general callers when you are experiencing and dealing with a disruption in your business. If the situation is expected to be protracted, the voicemail system can also help provide updates on the situation and direct calls elsewhere.

6.3 CEP LIAISON CONTACTS

Tripartite Partners Liaison Contacts	
Ministry of Manpower (MOM) CEP Secretariat	Tel: 6692 5464 Fax: 6535 4811 Email: mom_cep@mom.gov.sg
National Trade Unions Congress (NTUC)	Tel: 6213 8250 Fax: 6327 3753 Email: ntucird@ntuc.org.sg
Singapore National Employers Federation (SNEF)	Tel: 6827 6955 Fax: 6733 1644 Email: cep@snef.org.sg
Singapore Business Federation (SBF)	Tel: 6827 6865/828 Fax: 6827 6801 Email: cep@sbf.org.sg
Association of Small and Medium Enterprises (ASME)	Tel: 6513 0388 Fax: 6513 0399 Email: cep@asme.org.sg
Singapore Chinese Chamber of Commerce and Industry (SCCCI)	Tel: 6337 8381 Fax: 6339 0605 Email: cep@sccci.org.sg
Singapore Indian Chamber of Commerce and Industry (SICCI)	Tel: 6222 2855 Fax: 6223 1707 Email: sicci@sicci.com
Singapore Malay Chamber of Commerce and Industry (SMCCI)	Tel: 6297 9296 Fax: 6392 4527 Email: smcci.info@smcci.org.sg

6.4 USEFUL LINKS

Information	Website
More about the Community Engagement Programme	http://www.SingaporeUnited.sg
Community Engagement Programme Businesses and Unions Cluster	http://www.mom.gov.sg/cep
Latest information on threats and emergency situations in Singapore	http://www.e101.gov.sg
Fair employment practices and grievance handling	http://www.fairemployment.sg
National Business Continuity Management Programme	http://www.bcm.org.sg

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