

## FACTSHEET ON WORKPRO WITH EFFECT FROM 1 JUL 2016

### (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- and family-friendly workplaces to benefit Singaporeans through job redesign and age management practices for workers<sup>1</sup> aged 50 and above, and adopting flexible work arrangements (FWAs) for all local workers.

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 workers aged 50 and above; and
- c. Implement FWAs for all local workers.

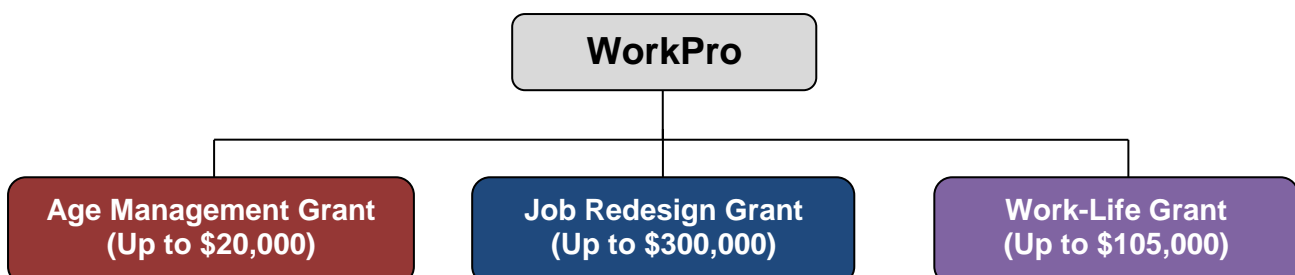
### (B) WHO IS ELIGIBLE TO APPLY FOR WORKPRO?

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 or the FWA Incentive under the Work-Life 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.



6. Please refer to **Annex A** for details on each of the grant components.

<sup>1</sup> Must be either SCs or SPRs, employed under contract of service, on permanent basis or on employment contracts that are at least twelve (12) months in duration.

#### (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.

Programme Partners	NTUC's e2i	SNEF
Hotline	6474 0606	6290 7694
Email	<a href="mailto:followup@e2i.com.sg">followup@e2i.com.sg</a>	<a href="mailto:workpro@snef.sg">workpro@snef.sg</a>
Website	<a href="http://www.e2i.com.sg">www.e2i.com.sg</a>	<a href="http://www.snef.org.sg">www.snef.org.sg</a>

#### (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](http://www.wsg.gov.sg/workpro) and [www.mom.gov.sg/workpro](http://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 twelve (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 one (1) course from each of the three (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 Programme<sup>2</sup>, which consists of:
  - I. **Health needs assessment** – At least 50% of the total number of local workers (or a minimum of five [5]) aged 50 and above, whichever is higher) to undergo a mandatory health needs assessment, such as health screening. In addition to the stipulated criteria, companies are encouraged to send more workers aged 50 and above 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 workers aged 50 and above who underwent the health needs assessment (or a minimum of five [5] workers aged 50 and above, whichever is higher) to attend the health coaching sessions. In addition to the stipulated criteria, companies are encouraged to send more workers aged 50 and above 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 workers aged 50 and above at point of application and claims
- i. Submit copies of employees' employment contracts and CPF Form 90

<sup>2</sup> The appointed vendor to deliver the programme is ST Healthcare. Please contact 64880635, 83327510 or [workprohealth@aeromedicalcentre.com](mailto:workprohealth@aeromedicalcentre.com) for registration. Please note the full programme will require a minimum of four (4) months, thus do allocate sufficient time to complete the programme within the twelve (12) months period.

## **APPENDIX 1: LIST OF AMG COURSES**

S/N	Training Courses	Course Type	Course Provider
<b>Age Management</b>			
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
<b>Job Redesign</b>			
1.	Fundamentals of Job Redesign (1 Day)	WSQ	SNEF
2.	Job Re-design (1 Day)	Non-WSQ	SUSS
<b>Workplace Health Programme</b>			
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 (4) of the six (6) age management practices appended in the table below.

Categories	Age Management Practices
<b>Performance Management</b>  Companies must complete 1 and 2.	1. Implement a new on-line appraisal system or formalise a performance appraisal process <sup>3</sup> .
	2. Carry out performance assessment using (1) on at least 5 employees aged 50 and above.
<b>Fair Employment</b>  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 aged 50 and above, 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.

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

	<ul style="list-style-type: none"> <li>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).</li> </ul> <p>3b. Complete both (i) and (ii).</p> <ul style="list-style-type: none"> <li>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).</li> <li>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).</li> </ul> <p>3c. Complete (i), (ii) and (iii)</p> <ul style="list-style-type: none"> <li>i. Complete the TAFEP Fair Employment Index tool</li> <li>ii. Have at least 20% of local workers, subject to a minimum of five, to complete and submit the TAFEP Fair Employment Index tool</li> <li>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.</li> </ul>
<p><b>Managing Multi-Generational Workforce</b></p> <p>Companies must complete 1 and either 2a, 2b or 2c.</p>	<p>a</p> <ul style="list-style-type: none"> <li>1. Send a supervisory/HR employee to attend a training course/workshop on 'Managing a Multi-Generational Workforce'.</li> </ul> <p>2a. Develop and implement a new project/programme that would create opportunities and enhance communication between workers aged 50 and above, and their younger counterparts. 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 workers aged 50 and above, and their younger counterparts 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).</p> <p>2b. Implement a Mentoring Programme (e.g. a worker aged 50 and above can be paired with a younger counterpart for three months as part of the OJT programme). Either the mentor or mentee should be a worker aged 50 and above, and the mentee must be a local.</p>

	2c. Organise an initiative to give opportunities for colleagues to give appreciation to workers aged 50 and above.
<b>Worker Safety, Health &amp; Well-Being</b>  Companies must complete 1, and either 2, 3 or 4.	1. Send a supervisory/HR employee to attend a training course/workshop on 'Worker Safety, Health & Well-Being'.
	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 workers aged 50 and above 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 <a href="#">SME Workplace Health Package</a> etc, which will benefit workers aged 50 and above).
	4. Attain at least bizSAFE Level 3 certification or SS506 to address the personal health risks of workers aged 50 and above.
<b>Training/ Re-training</b>  Companies must complete 1 and either 2a or 2b.	1. Send a supervisory/HR employee to attend a training course/workshop on 'Training/ Re-training'.
	2a. Create training roadmap for workers aged 50 and above.
	2b. Send at least 50% of workers aged 50 and above, 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.
<b>Re-employment</b>  Companies must complete both 1 and either 2a or 2b.	1. Send a supervisory/HR employee to attend two training courses/workshops on 'Re-employment'.
	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.
<i>Employees benefited from the age management practices must include at least five workers aged 50 and above who are Singapore Citizens or Singapore Permanent Residents.</i>	



### **LIST OF RELEVANT COURSE FOR AGE MANAGEMENT PRACTICES**

<b>S/N</b>	<b>Training Courses</b>	<b>Course Type</b>	<b>Course Provider</b>
<b>Fair Employment</b>			
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
<b>Managing a Multi-Generational Workforce</b>			
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

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
<b>Worker Safety, Health &amp; Well-Being</b>			
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



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
<b>Training/ Re-Training</b>			
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
<b>Re-Employment</b>			
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 workers aged 50 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)<sup>4</sup> if the project also leads to a positive impact on workers aged 50 and above. 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
  - 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 workers aged 50 and above. 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. In addition, there are four (4) ready sectoral Job Redesign Toolkits and curated sectoral solutions in Cleaning, Security, Retail and Food Services. Please contact WSG hotline at 6883 5885 for more information.

### Grant Computation

Job Redesign Grant	Job Redesign (Rider)
a. Number of workers <sup>5</sup> aged 50 to 59 who is/are benefiting from the project x \$10,000 + Number of workers aged 60 and above who is/are benefiting from the project x \$20,000  <b>OR</b>  b. 80% of project cost,  whichever is lower.	a. Number of workers aged 50 to 59 who is/are benefiting from the project x \$10,000 + Number of workers aged 60 and above who is/are benefiting from the project x \$20,000  <b>OR</b>  b. Up to 80% <sup>6</sup> of actual fundable qualifying cost nett of existing government grants obtained,  whichever is lower.
<b>Total Eligible Funding = Lower of (a) OR (b), capped at \$300,000 per company</b>	

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

#### **Grant Deliverables for Job Redesign Grant**

9. Companies would be given twelve (12) months to complete the project. Companies should detail in their application form the current situation, the proposed job redesign project and how workers aged 50 and above would benefit.

10. 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 worker(s) aged 50 and above who is/are benefitting from the job redesign project
- d. Copies of employees' employment contracts and CPF Form 90

#### **Grant Deliverables for Job Redesign (Rider)**

11. 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 worker(s) aged 50 and above who is/are benefitting from the job redesign project
- f. Copies of employees' employment contracts and CPF Form 90

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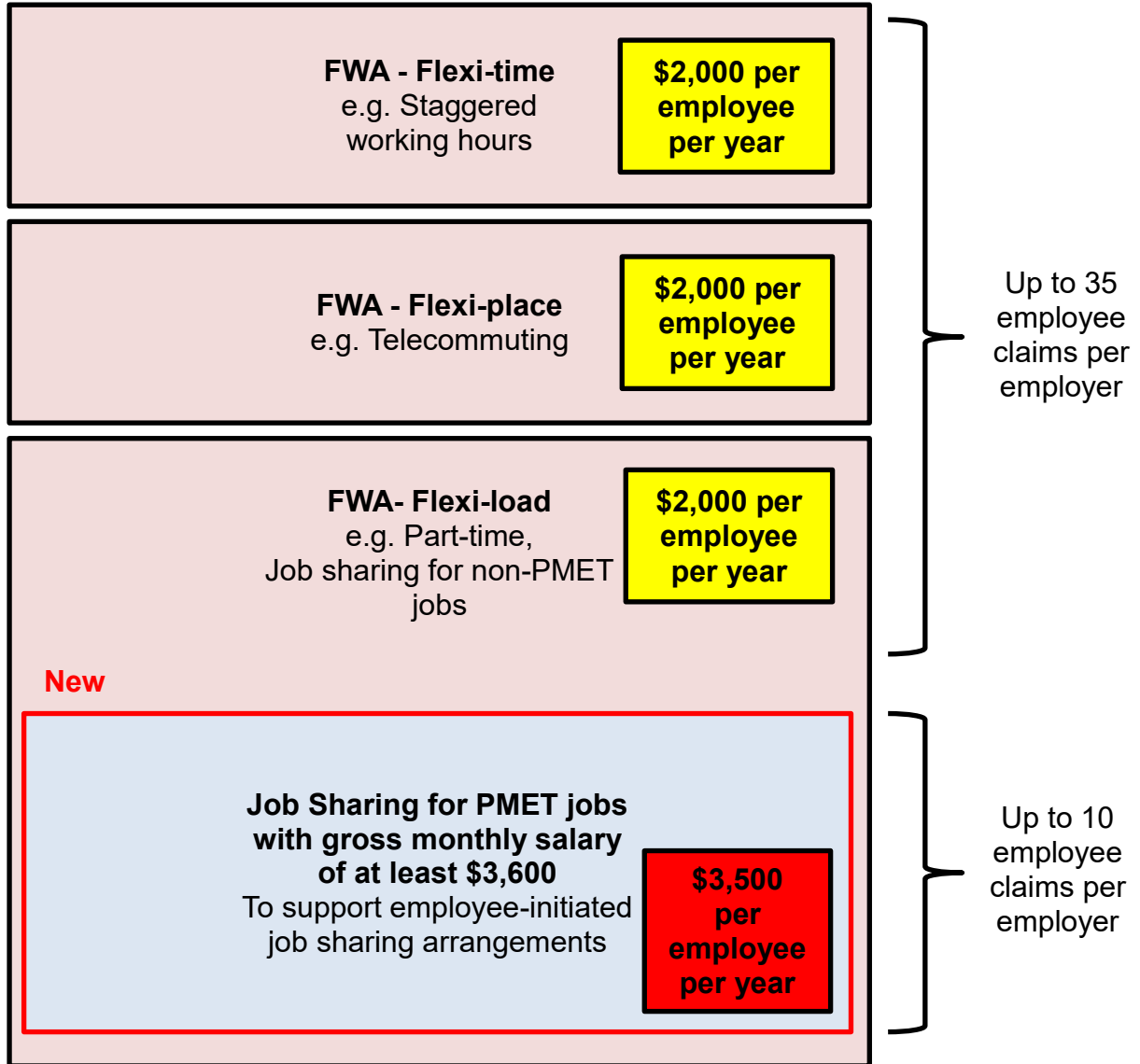
<sup>4</sup> Applicable for new projects approved under IGP or CDG on/after 1 Jul 2016, or under BIF on/after 1 Dec 2017, and completed within WorkPro programme period (1 Jul 2016 to 30 Jun 2019). Applications must be submitted no later than six (6) months after project completion.

<sup>5</sup> Must be either SCs or SPRs aged 50 and above, employed under contract of service, on permanent basis or on employment contracts that are at least 12 months in duration

<sup>6</sup> 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).

**WORK-LIFE GRANT (UP TO \$105,000 PER COMPANY)**

**Overview**



**What Is It?**

1. The Work-Life Grant has been enhanced to provide funding support for the implementation of Flexible Work Arrangements (FWAs). The Grant consists of the FWA Incentive and Job Sharing Incentive. Companies may tap on either or both grants. Eligible companies could receive funding, capped at \$105,000 per company for local employees<sup>7</sup>, over two (2) years. Companies would also be subjected to caps within the respective grant component.

<sup>7</sup> Must be either SCs or SPRs, employed under contract of service, on permanent basis or on employment contracts that are at least twelve (12) months in duration. Company will not receive funding for its ACRA-listed personnel, including the company's owners, shareholders, directors and managers who adopted FWAs.

### FWA Incentive

2. Companies are eligible to receive the FWA Incentive of \$2,000 per local employee per year for two (2) consecutive years, capped at \$70,000 per company. The employees must be regular users, i.e. have adopted FWAs<sup>8</sup> for a continuous six (6) months.

3. Some examples of FWAs that are acceptable are as follows:

Type of FWA	Rate of Use of FWA
Flexi-Load e.g. Part-time, Job sharing	For part-time, employee must have worked part-time (i.e. less than 35 hours per week) for a continuous six (6) months.
Flexi-Time e.g. Staggered working hours, compressed work week, time- banking	For staggered working hours, company must offer starting hours of at least a two-hour band*, for a continuous six (6) months.  <i>* For example, employees are given the flexibility to start work between 8am and 10am.</i>
Flexi-Place e.g. Telecommuting	Employee must have telecommuted at least twelve (12) times over a continuous six (6) months. The usage need not be evenly spread out over the six (6)-month period but the employee must have telecommuted at least once per month.

Other types of FWAs may be considered on a case-by-case basis.

4. Companies could claim for the FWA Incentive by submitting the following documents:

- a. Proof of adoption of the Tripartite Standards on FWAs<sup>9</sup>
- b. Proof of regular usage of FWAs, including a claim form completed by each employee claimed
- c. Impact evaluation report using the template provided
- d. List of employee(s) who is/are regular users of FWAs
- e. Copies of employees' employment contracts and CPF Form 90

### Job Sharing Incentive

5. Job sharing is an arrangement in which two (2) or more employees share the same job, but work at different times although there may be time overlap to maintain continuity. Job sharers may work only part of the day or the week, or only alternate weeks. Examples of job sharing arrangements are illustrated as follows:

<sup>8</sup> Can be either new or existing FWAs.

<sup>9</sup> The Tripartite Standards define verifiable and actionable practices that employers are committed to and implement at workplaces. Please refer to <https://www.tafep.sg/flexible-work-arrangements> for more information.

**Example (a):** One (1) existing employee share his original workload with a new hire

	Illustration	Explanation
Before job sharing		<ul style="list-style-type: none"> <li>One (1) existing employee, Employee A, requires a job sharing arrangement as he is only able to take on 50% of his original workload.</li> </ul>
Under job sharing		<ul style="list-style-type: none"> <li>The company assesses that it is necessary to employ a new hire, Employee X, to take on the remaining workload.</li> <li>Under the job sharing arrangement,                             <ul style="list-style-type: none"> <li>Employee A takes on 50% of his original workload.</li> <li>The remaining 50% of his original workload is shared with the new hire, Employee X.</li> </ul> </li> </ul>

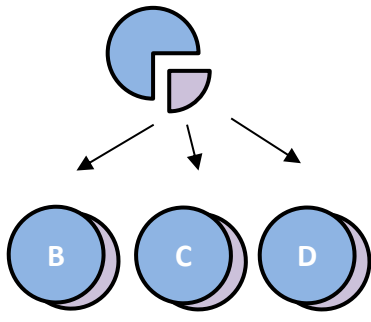
**Example (b):** Two (2) existing employees share their original workloads with a new hire

	Illustration	Explanation
Before job sharing		<ul style="list-style-type: none"> <li>Two (2) existing employees, Employees A and B, require job sharing arrangement as they are only able to take on 75% of their original workloads.</li> </ul>
Under job sharing		<ul style="list-style-type: none"> <li>The company assesses that it is necessary to employ a new hire, Employee X, to take on the remaining workload.</li> <li>Under the job sharing arrangement:                             <ul style="list-style-type: none"> <li>Employees A and B each take on 75% of their original workloads.</li> <li>The remaining 50% of their combined original workloads is shared with the new hire, Employee X.</li> </ul> </li> </ul>

**Example (c):** One (1) existing employee share his original workload with three (3) other colleagues

	Illustration	Explanation
Before job sharing		<ul style="list-style-type: none"> <li>One (1) existing employee, Employee A, requires a job sharing arrangement as he is only able to take on 75% of his original workload.</li> </ul>



<p>Under job sharing</p>		<ul style="list-style-type: none"> <li>• The company assesses that it is not necessary to employ a new hire to take on the remaining workload.</li> <li>• Under the job sharing arrangement:             <ul style="list-style-type: none"> <li>○ Employee A takes on 75% of his original workload.</li> <li>○ The remaining 25% of his original workload is shared with three (3) existing employees.</li> </ul> </li> </ul>
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6. Companies are eligible to receive the Job Sharing Incentive of \$3,500 per local employee per year for two (2) consecutive years, capped at \$35,000 per company. Only full-time employees earning gross monthly salary of at least \$3,600<sup>10</sup> before the job sharing arrangement are eligible. The employees must initiate the job sharing arrangement and have been on job sharing arrangements for a continuous six (6) months.

7. The company must have put in place a formal arrangement to redistribute workload amongst the employees and remunerate accordingly. The employees taking on the redistributed work can be existing employees or new hires, employed on permanent basis or on employment contracts that are at least twelve (12) months in duration.

8. Companies could claim for the Job Sharing Incentive by submitting the following documents:

- a. Proof of adoption of the Tripartite Standards on FWAs
- b. Proof of the job sharing arrangement, including a claim form completed by each employee claimed and the employees taking on the redistributed work, as well as other supporting documents to reflect the change such as employee's salary and working hours before and after the job sharing arrangement
- c. Impact evaluation report using the template provided
- d. List of employee(s) who is/are on job sharing arrangements
- e. Copies of employees' employment contracts, CPF Form 90 and payslips before and after job sharing

<sup>10</sup> The sum of an employee's monthly basic pay and any regular allowance given on a monthly basis.