

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.

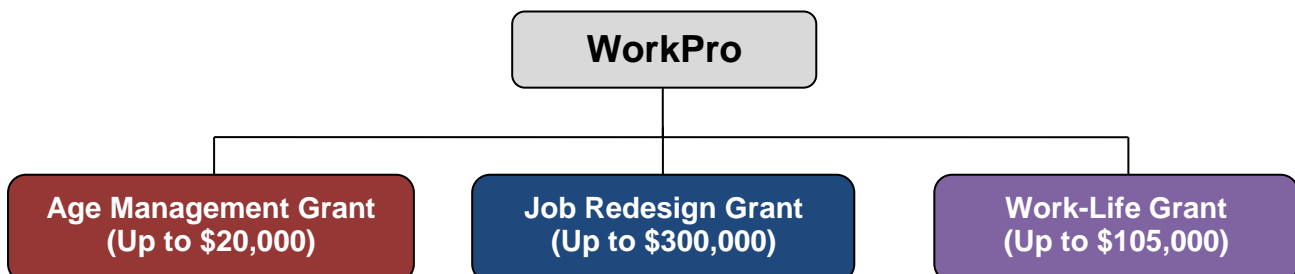
(B) WHO IS ELIGIBLE TO PARTICIPATE IN WORKPRO?

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.

	<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>	<p>1. Send a supervisory/HR employee to attend a training course/workshop on 'Managing a Multi-Generational Workforce'.</p> <p>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).</p> <p>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.</p> <p>2c. Organise an initiative to give opportunities for colleagues to give appreciation to older workers.</p>

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

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

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).