



INTRODUCTORY BROCHURE TO THE
PLEDGE AND HR GUIDEBOOK FOR
A BETTER BUILT ENVIRONMENT
WORKPLACE



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1. PLEDGE FOR A BETTER BUILT ENVIRONMENT WORKPLACE

Adoption of Good HR Practices for a Better Built Environment Workplace



Signing of MOU between BCA and CIJC for adoption of good HR practices

To attract and retain local talents in the Built Environment (BE) sector, it is important that BE firms adopt good human resource (HR) practices. In 2014, a Memorandum of Understanding (MOU) was signed between BCA and the Construction Industry Joint Committee (CIJC)* to push for the adoption of good HR practices in the sector through the "Pledge for a Better Built Environment Workplace".

This voluntary Pledge aims to transform the BE sector into a workplace of choice and it consists of five key principles:

- Performance Management and Training
- Recruitment and on-boarding
- Communications
- Rewards and Compensation
- Wellness and Support Schemes

What are the Benefits of a Pledge Signing Firm?

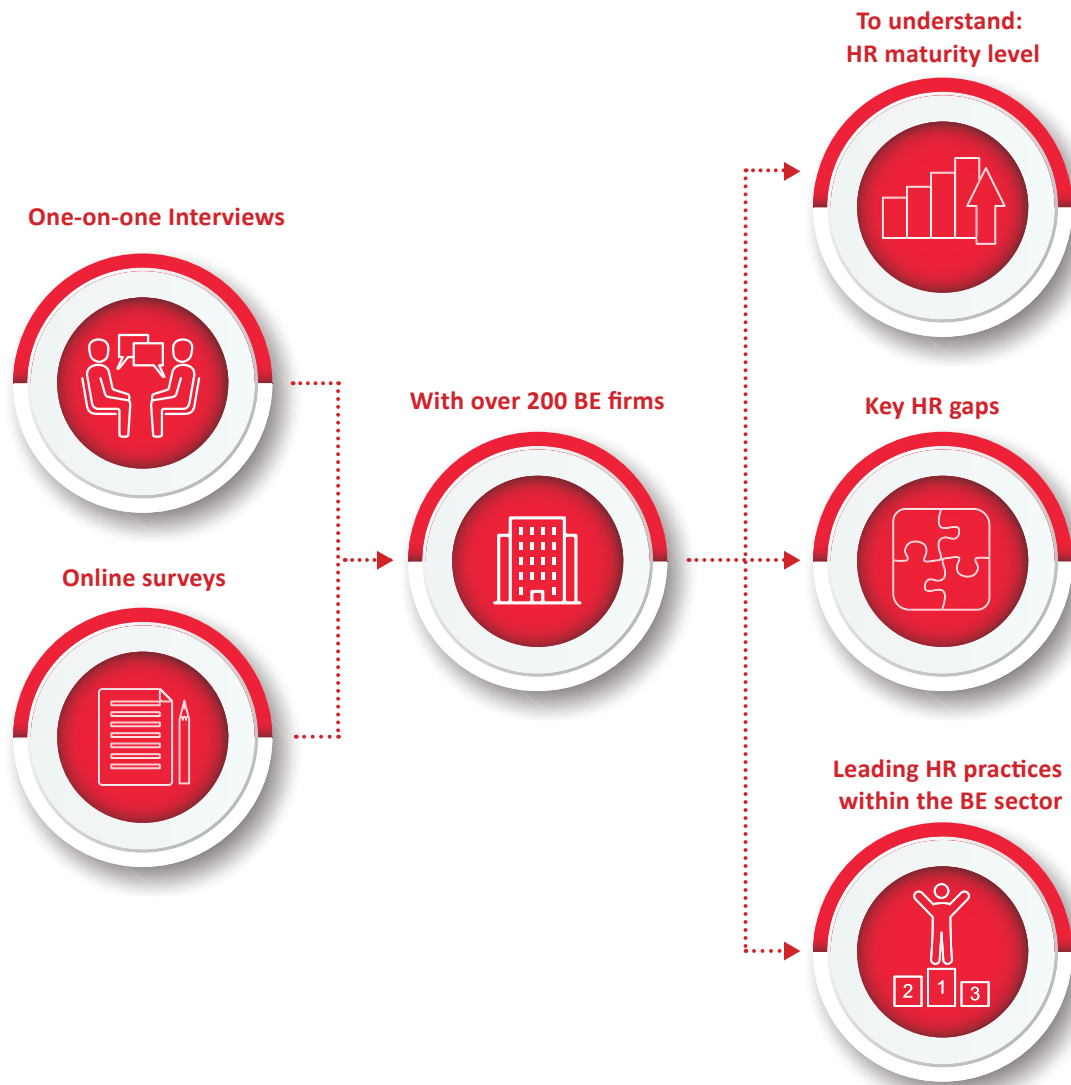
Branding and Publicity	<ul style="list-style-type: none"> • Positive image to better attract and retain talent with listing as a Pledge signer in BCA's Building Careers Portal • Free use of Pledge logo in firms' collaterals for branding purposes
Learning opportunities	<ul style="list-style-type: none"> • Access to HR-related resources such as the HR Guidebook for the Built Environment Sector and HR tools/templates • Receive updates on HR-related information and invitation to HR-related seminars/trainings



* The CIJC was formed in 1997 by eight key organisations in the construction industry: Association of Consulting Engineers Singapore (ACES), Institution of Engineers Singapore (IES), Real Estate Developers' Association of Singapore (REDAS), Singapore Contractors Association Limited (SCAL), Singapore Institute of Architects (SIA), Singapore Institute of Building Limited (SIBL), Singapore Institute of Surveyors and Valuers (SISV), and Society of Project Managers (SPM).

2. DEVELOPMENT OF THE HR GUIDEBOOK FOR THE BUILT ENVIRONMENT SECTOR

❓ How was the HR Guidebook developed?



3. ABOUT THE HR GUIDEBOOK - KEY FEATURES OF THE HR GUIDEBOOK



BE sector customised content

Firms can make use of the customised content and adapt them to enhance their HR practices.



Case studies

Showcase of best HR practices by 10 firms from the BE sector.



Step-by-step guide to improve HR practices

Includes the basic HR practices needed to be adopted and how BE firms can further improve their existing HR practices.



Tools and templates

Chapter-specific downloadable tools and templates to assist BE firms in enhancing their HR practices.

3. ABOUT THE HR GUIDEBOOK - HR GUIDEBOOK ALIGNMENT WITH THE PLEDGE

Following the implementation of the voluntary “Pledge for a Better Built Environment Workplace” (Pledge), a HR Guidebook was also developed in consultation with industry firms and includes best practices, case studies, HR tools and templates and quick tips. There are a total of 8 chapters in the HR Guidebook.

The first five chapters of the HR Guidebook cover the key aspects of the HR value chain, and are aligned with the BCA-CIJC’s Pledge. Listed below are the Pledge’s five principles and 17 HR items:

THE PLEDGE’S FIVE PRINCIPLES AND 17 HR ITEMS:

PERFORMANCE MANAGEMENT AND TRAINING



1. Create and communicate clear progression path for employees
2. Monitor and develop performance of employees
3. Conduct formal appraisals for employees
4. Annual review of employees’ training and development needs
5. Annual budget for employees’ development and training needs
6. Organise in-house and on-the-job training

RECRUITMENT AND ON-BOARDING



7. Organise induction/ orientation for new employees
8. Implement buddy system for assimilation of new employees

COMMUNICATIONS



9. Issue employee handbook to all employees to clearly communicate corporate mission & vision, HR policies and work procedures to all employees
10. Provide two-way communication channels to address employees’ concerns, feedback/ ideas e.g. dialogue sessions

REWARDS AND COMPENSATION



11. Implement salary structure/ job grading system
12. Implement performance-based remuneration
13. Implement formal awards programme to recognise individual/ group efforts
14. Provide enhanced employee benefits (non-mandatory) e.g. leave, health and work-related allowances

WELLNESS AND SUPPORT SCHEMES



15. Introduce flexible work arrangement schemes e.g. Flexi-work, Flexi-place, Compressed Work Week or Part-Time work options
16. Introduce employee support schemes e.g. childcare/ eldercare subsidies or financial support (bursary, education loans, scholarship, financial assistance)
17. Introduce health & wellness programmes to enhance employee well-being

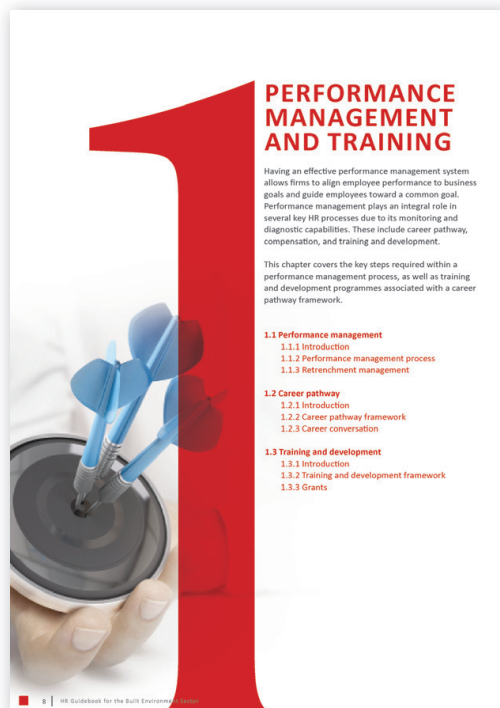
Further information on the Pledge such as how to sign the pledge and its benefits can be found at:
www.buildingcareers.gov.sg/pledge.

3. ABOUT THE HR GUIDEBOOK - Q&A FORMAT, QUICK TIPS AND USEFUL LINKS

The HR Guidebook is formulated in Question and Answer (Q&A) format for easy understanding. It also includes Quick Tips and Useful Links to provide practical tips and related resources to help BE firms.



CHAPTER 1 AND 2



This chapter will help you in understanding:

- ❓ Why is it important to adopt a proper performance management process?
- ❓ What are the key processes involved in a performance management cycle?
- ❓ How can I provide effective feedback and coaching to my employees?
- ❓ Why is career planning important even in a smaller-sized firm?
- ❓ How to develop a proper career framework within my firm?
- ❓ How to identify training needs and develop training plans?
- ❓ Which training courses and training grants can my firm tap on?

This chapter will help you in understanding:

- ❓ Why is it important to do manpower planning?
- ❓ How do I develop a manpower planning framework for my firm?
- ❓ What are the key steps of an effective recruitment and selection process?
- ❓ How do I better interview my candidates and select the most suitable candidate?
- ❓ What are the legally required documents I must provide and keep for my new hires?
- ❓ How do I onboard and orientate my new hires?
- ❓ How do I develop a buddy system to help my new hires assimilate into the new environment quickly?



CHAPTER 3, 4 AND 5



This chapter will help you in understanding:

- ❓ Why is communication important and what are the benefits?
- ❓ What are the various communication channels?
- ❓ Why is it important to have an employee handbook?
- ❓ What are the items my firm can include in the employee handbook?

This chapter will help you in understanding:

- ❓ Why is it important to have a rewards strategy/ philosophy that is aligned with my firm's business objective?
- ❓ What are the key elements of rewards?
- ❓ How to determine base pay?
- ❓ How to determine variable pay?
- ❓ What are the mandatory benefits as well as additional benefits which other BE firms are using to attract and retain their employees?
- ❓ Which grants can my firm tap on?



This chapter will help you in understanding:

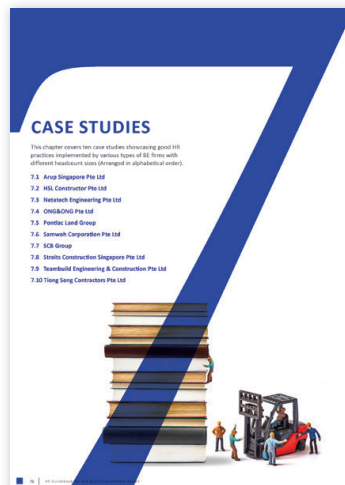
- ❓ What is a wellness and support scheme?
- ❓ What should I consider when developing and implementing wellness and support schemes?
- ❓ What are the various types of wellness and support schemes?
- ❓ Which wellness and support schemes are other BE firms implementing?
- ❓ Which useful sources and grants can my firm tap on?
- ❓ How do I better manage my diverse workforce?



CHAPTER 6, 7 AND 8

This chapter will help you in understanding:

- ❓ What are the various MOM work pass regulations?
- ❓ What are the various types of construction work permit holders upgrading requirements?

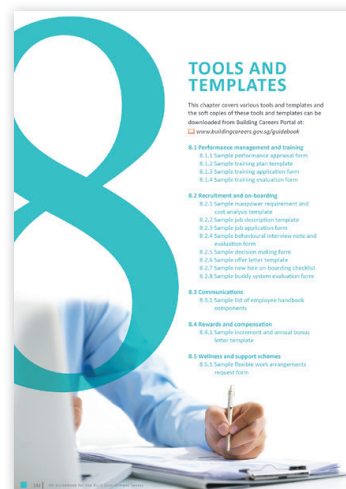


This chapter covers ten case studies showcasing good HR practices implemented by various types of BE firms with different headcount sizes (Listed in alphabetical order).

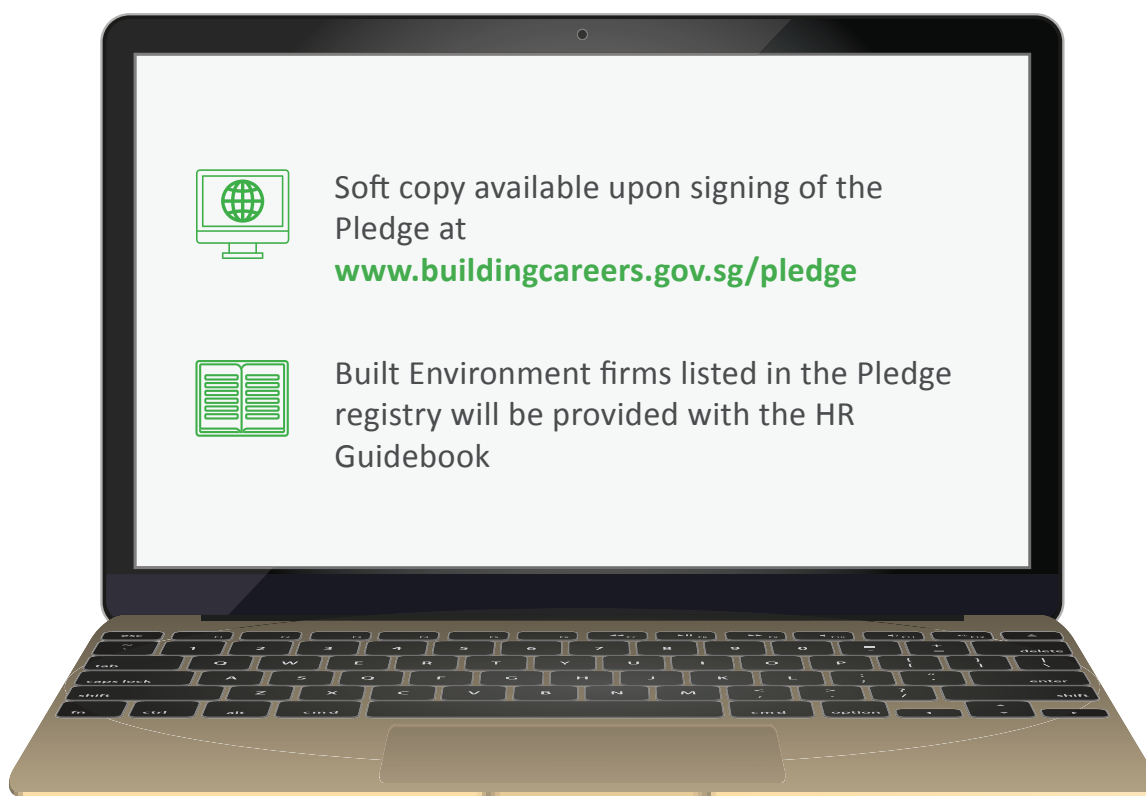
1. Arup Singapore Pte Ltd
2. HSL Constructor Pte Ltd
3. Netatech Engineering Pte Ltd
4. ONG&ONG Pte Ltd
5. Pontiac Land Group
6. Samwoh Corporation Pte Ltd
7. SCB Group
8. Straits Construction Singapore Pte Ltd
9. Teambuild Engineering & Construction Pte Ltd
10. Tiong Seng Contractors Pte Ltd

This chapter includes tools and templates to help you embark on your journey to raise the bar of your HR practices.

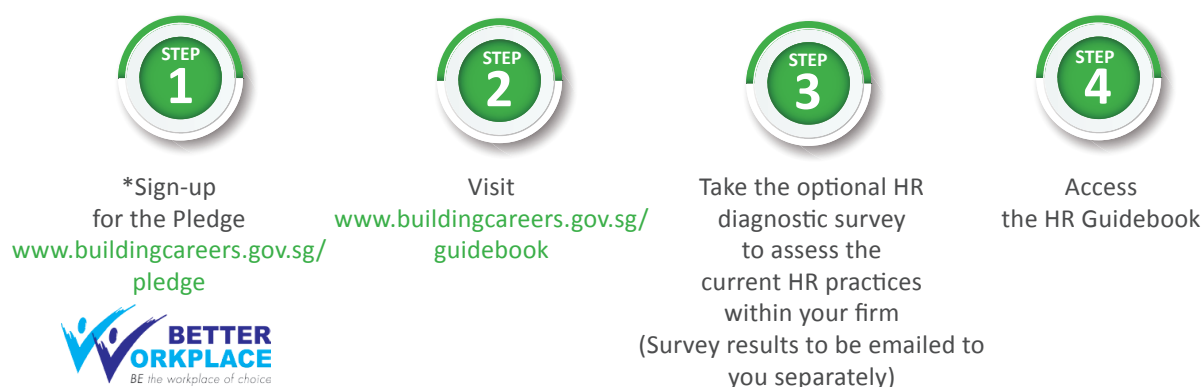
These tools and templates can be downloaded from the Building Careers Portal.



4. GETTING ACCESS TO THE HR GUIDEBOOK



Overview of the process to access the HR Guidebook



Note:

*Firms that have already signed the “Pledge for a Better Built Environment Workplace” may skip Step 1



WE SHAPE A **SAFE**, **HIGH QUALITY**, **SUSTAINABLE** AND **FRIENDLY** BUILT ENVIRONMENT.

Information in this brochure is accurate as at May 2017.

If you need more information on the
Pledge and HR Guidebook, please email to:
BCA_BEcareers@bca.gov.sg

