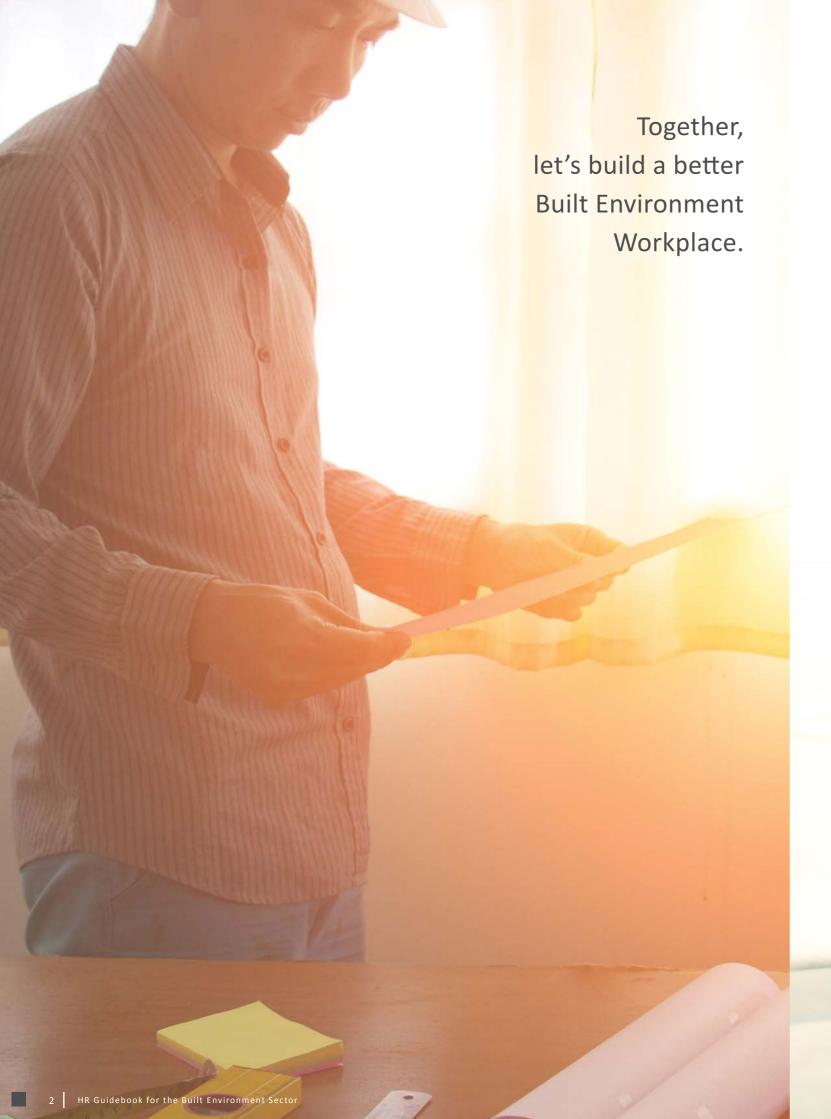




BUILDING A BETTER WORKFORCE

Human Resource Guidebook for the Built Environment Sector



FOREWORD

by Chairman, Building and Construction Authority Mr Lee Fook Sun

Today, our built environment sector is fast transforming itself with technological advancements and digital engineering as we change the way we build. To support the development and growth of the sector, we need to build a strong and competent workforce. It is important that companies align their business strategy with good human resource (HR) policies and practices to achieve strategic goals of the organisation. Adopting progressive HR practices can improve employee satisfaction, increase productivity and prepare the company to seize more business opportunities locally and globally.

The Building and Construction Authority (BCA), together with the Construction Industry Joint Committee (CIJC) launched the "Pledge for a Better Built Environment Workplace" in 2014, to encourage built environment firms to show their commitment towards adopting good HR practices. We are heartened that more than 300 firms have signed the Pledge so far. Following the pledge signing, BCA has developed this HR Guidebook for the built environment sector in consultation with the industry firms. The guidebook covers industry best practices, case studies, self-assessment tools, HR templates, resources and quick tips to help the built environment firms improve their HR practices.

People build up businesses. It is commendable that some firms have put in place good HR practices to attract, retain and motivate people to perform their best at work. I strongly encourage more firms to improve their HR practices, groom their people to stay ahead of competition and lead the transformation of the built environment sector.

Finally, on behalf of BCA, I would like to take this opportunity to thank all the built environment firms that have contributed in one way or another in the development of this HR Guidebook. I look forward to the continued support to develop people - our most valuable asset, in our built environment sector.

INTRODUCTION

A firm cannot build a strong team of professionals without good HR management. Hence, it is key for firms to have established HR management practices in place. Understanding the importance of effective people management and adopting good HR practices can help your firm to be more competitive in the BE sector.

This HR Guidebook aims to help you in chartering your people management journey.

The first five chapters of this HR Guidebook cover the key aspects of the HR value chain, and are aligned with the BCA-CIJC's "Pledge for a Better Built Environment Workplace" (Pledge).

Chapter 6 includes frequently asked questions on foreign worker management. Chapter 7 includes case studies that showcase leading practices within the BE sector. There are tools and templates for BE firms to adopt and use directly in Chapter 8.



LISTED BELOW ARE 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
- Conduct formal appraisals for employees
- Annual review of employees' training and development needs
- 5. Annual budget for employees' development and training needs
- Organise in-house and on-the-job training



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

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



RECRUITMENT **AND ON-BOARDING**

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



REWARDS AND COMPENSATION

- 11. Implement salary structure/job grading
- 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

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

TABLE OF CONTENTS



1. PERFORMANCE MANAGEMENT	8	3. COMMUNICATIONS	52	7. CASE STUDIES	78	8.2.6 Sample offer letter template	162
AND TRAINING		3.1 Introduction	53	7.1 Arup Singapore Pte Ltd	80	8.2.7 Sample new hire on-boarding checklist	163
1.1 Performance management		3.2 Internal communication channels	54	7.2 HSL Constructor Pte Ltd	86	8.2.8 Sample buddy system evaluation form	164
1.1.1 Introduction	9	3.3 Employee handbook	55	7.3 Netatech Engineering Pte Ltd	94	8.3 Communications	
1.1.2 Performance management process	11			7.4 ONG&ONG Pte Ltd	100	8.3.1 Sample list of employee handbook	166
1.1.3 Retrenchment management	23	4. REWARDS AND COMPENSATION	56	7.5 Pontiac Land Group	104	components	
1.2 Career pathway		4.1 Introduction	57	7.6 Samwoh Corporation Pte Ltd	110	8.4 Rewards and compensation	
1.2.1 Introduction	24	4.2 Elements of rewards	58	7.7 SCB Group	122	8.4.1 Sample increment and annual bonus	168
1.2.2 Career pathway framework	25	4.2.1 Determine base pay	58	7.8 Straits Construction Singapore Pte Ltd	128	letter template	
1.2.3 Career conversation	28	4.2.2 Determine variable pay	60	7.9 TeamBuild Engineering & Construction Pte Ltd	134	8.5 Wellness and support schemes	
1.3 Training and development		4.2.3 Benefits	61	7.10 Tiong Seng Contractors Pte Ltd	138	8.5.1 Sample flexible work arrangements	169
1.3.1 Introduction	29	4.2.4 Grants	63			request form	
1.3.2 Training and development	30			8. TOOLS AND TEMPLATES	142		
framework		5. WELLNESS AND SUPPORT SCHEMES	64	Soft copies of these tools and templates can be		9. ACKNOWLEDGEMENTS	170
1.3.3 Grants	35	5.1 Introduction	65	downloaded from Building Careers Portal at:			
		5.2 Different types of wellness and support	66	www.buildingcareers.gov.sg/guidebook			
2. RECRUITMENT AND ON-	36	schemes					
BOARDING		5.2.1 Flexible work arrangement schemes	67	8.1 Performance management and training			
2.1 Manpower planning		5.2.2 Employee support schemes	68	8.1.1 Sample performance appraisal form	143		
2.1.1 Introduction	37	5.2.3 Health and wellness programmes	68	8.1.2 Sample training plan template	148		
2.1.2 Manpower planning	38	5.2.4 Grants	69	8.1.3 Sample training application form	149		
framework		5.3 Introduction to workplace diversity	70	8.1.4 Sample training evaluation form	150		
2.2 Recruitment and selection				8.2 Recruitment and on-boarding			
2.2.1 Introduction	40			8.2.1 Sample manpower requirement and cost	152		
2.2.2 Recruitment and selection process	41	6. FREQUENTLY ASKED QUESTIONS ON	72	analysis template			
2.3 On-boarding		MANAGEMENT OF FOREIGN WORKERS		8.2.2 Sample job description template	153		
2.3.1 Introduction	47	6.1 MOM work pass regulations for foreign workers	73	8.2.3 Sample job application form	154		
2.3.2 Orientation programme	48	6.2 Construction work permit holders' upgrading	75	8.2.4 Sample behavioural interview note and	158		
2.3.3 Buddy system	48	requirements (applicable to Construction		evaluation form			
		firms only)		8.2.5 Sample decision making form	161		
		11		S.E.S Cample acousti maning form			

6 HR Guidebook for the Built Environment Sector 7



PERFORMANCE MANAGEMENT AND TRAINING

Having an effective performance management system allows firms to align employee performance to business goals and guide employees toward a common goal. Performance management plays an integral role in several key HR processes due to its monitoring and diagnostic capabilities. These include career pathway, compensation, and training and development.

This chapter covers the key steps required within a performance management process, as well as training and development programmes associated with a career pathway framework.

1.1 Performance management

- 1.1.1 Introduction
- 1.1.2 Performance management process
- 1.1.3 Retrenchment management

1.2 Career pathway

- 1.2.1 Introduction
- 1.2.2 Career pathway framework
- 1.2.3 Career conversation

1.3 Training and development

- 1.3.1 Introduction
- 1.3.2 Training and development framework
- 1.3.3 Grants

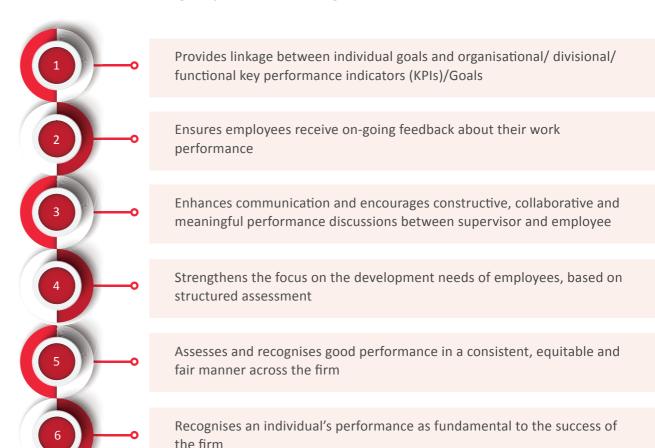
1.1 PERFORMANCE MANAGEMENT

1.1.1 INTRODUCTION

What is performance management?

Performance management is an on-going process to ensure employees and business KPIs/Goals are aligned. It helps supervisors guide and coach their employees and formalises the linkages between performance, rewards, recognition and employee development.

What are the benefits of good performance management?



WHO ARE INVOLVED IN PERFORMANCE MANAGEMENT AND WHAT ARE THEIR ROLES?

SUPERVISOR

- Understand the business KPIs/ Goals and the KPIs/Goals of his supervisor (where applicable)
- Work with his supervisor to develop his own KPIs/Goals and his plan to achieve them
- Provide the employees with the resources and means to succeed
- Actively provide coaching to employees throughout the year and provide quality feedback



- Understand the business KPIs/ Goals and the goals of his supervisor
- Work with his supervisor to develop his own KPIs/Goals and his plan to achieve them
- Actively monitor his own progress on his KPIs/Goals, and seek coaching, feedback and direction from supervisor whenever required



- Manage the overall integrity and implementation of the performance management process
- Help supervisors communicate the goals
- Provide appraisal forms to supervisors and employees
- Provide access to learning and development opportunities to grow the professional and behavioural competencies
- If your firm does not have a HR team, these responsibilities can be carried out by the administrative team and/ or senior management

1.1.2 PERFORMANCE MANAGEMENT PROCESS



Step 1. Plan

How to set KPIs/Goals for my employees?

Supervisors should have a goal setting meeting/ discussion with his/her employees at the beginning of a new financial year. The goal setting meeting/ discussion is an opportunity to discuss the actions needed to achieve short-term and long-term organisational KPIs/Goals.

What are KPIs/Goals?

KPIs/ goals are the measurable outcomes expected from the role. They provide employees with clarity on what they need to deliver.

? How to set KPIs/Goals?

KPIs/Goals have to clearly reflect the organisational and individual objectives.

? How many KPIs/Goals to set?

Usually three to six KPIs/Goals are defined.

? What is a competency?

A competency is what people in the job need to display. Competencies are considered as critical for individual and organisational success.

? How to define competencies?

Competencies are usually defined with a linkage to organisation's culture and value and differentiated by the seniority of the role.

? How many competencies to define?

Usually five to eight competencies are defined.

QUICK TIPS

Organisational KPIs/Goals and job descriptions are good references when setting individual KPIs/Goals.

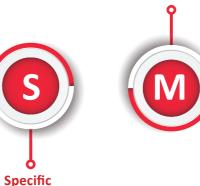


? How to set KPIs/Goals using the SMART approach?

Setting KPIs/Goals using the SMART approach will help the employee improve his/her performance levels by making sure their KPIs/Goals are specific, measurable, attainable, relevant and time-based.

Measurable

Include specific levels of accomplishment and ways to let you know when the KPIs/Goals have been reached



Attainable
Be realistically accomplished
with a reasonable amount of
effort and guidance

Relevant hin the co

Be within the control or influence of the individual



Time-bound

Be accomplished within a specific period of time



Focus on a particular

situation and define specific

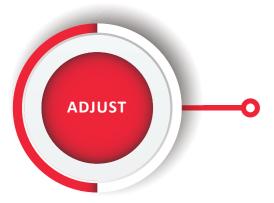
actions or tasks

- Ensure that the individual KPIs/Goals are aligned to the KPIs/Goals of the department, division and organisation
- KPIs/Goals that seem impossible to achieve can demotivate employees and breakdown teamwork

HR Guidebook for the Built Environment Sector

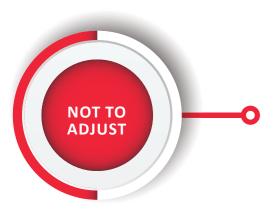
13

? Can the KPIs/Goals be adjusted?



WHEN TO ADJUST KPIS/GOALS

- Business priorities have changed
- There is a change in available resources
- Customer expectations have changed
- KPIs/Goals are completed and the employee has the opportunity for additional contributions
- KPIs/Goals do not clearly reflect the organisational and individual objectives



WHEN NOT TO ADJUST KPIs/GOALS

- To let someone off the hook for not doing his/her job
- The employee did not calibrate time/ resources
- Just because other KPIs/Goals arise (always review all KPIs/ Goals and re-prioritise)

Step 2. Monitor



What is a mid-year review?

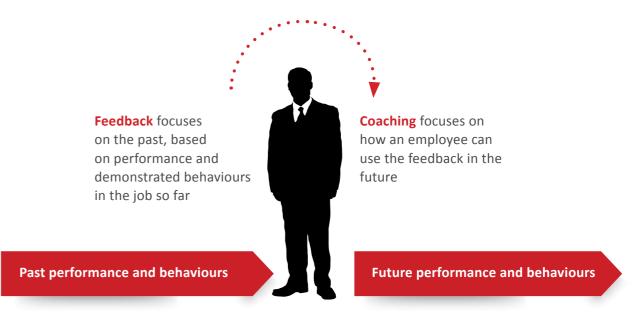
The mid-year review is a check-in process for supervisors and employees to jointly discuss progress on KPIs/Goals and status of developmental action plans. Usually, no performance rating and scores need to be given during the mid-year review. However, effective feedback and coaching is required.



QUICK TIPS

Some firms award increments on a half-yearly basis. In this case, supervisors may want to consider giving a formal rating during the mid-year review session which can help the firm decide how much increment to give.

What is on-going feedback and coaching?



Why are feedback and coaching so important?

Feedback and coaching provided by supervisors can help employees recognise their demonstrated strengths and improve on their job performance.

If feedback and coaching are done regularly, disagreements and conflicts can be mitigated. It can be used to address both results and specific behaviours.

What are the common pitfalls made by supervisors?

- Assuming the employee already knows the issue
- · Avoiding direct and clear feedback and expecting the receiver to get the message
- Not providing examples of real observations



How to use the GROW framework to give feedback and coaching?

The GROW framework



What to plan before giving feedback?

Think in advance about:

- Why the issue is important?
- What reaction do you anticipate?
- What outcomes do you hope for?
- How will you coach and support the employee?
- How will you apply the GROW framework?





- You're too emotional to give it or the other person is too emotional to receive it
- You do not have any evidence
- You just want to vent your feelings
- The setting or time available is inadequate for a meaningful exchange



QUICK TIPS

Adjust your communication style

- Inexperienced employees may require more direction
- Poor performers may require more guidance and constructive feedback
- High performers may require more encouraging feedback



? How to end the feedback and coaching discussion?

- Demonstrate sincerity in wanting to help
- Tell the employee what you are going to do and why
- Put your commitments in writing or email
- Continue to observe the employee's behaviour and performance
- Plan to have an on-going dialogue and checkpoint conversations

What to do after feedback and coaching discussion?

- Proactively check in regularly with employees regarding their performance/ development plan progress
- Provide time and/or support quickly and effectively to any employees who request it
- Think creatively about how best to support employees in achieving their goals
- Recognise and celebrate signs of real progress towards employees' performance/ development plans

Step 3. Evaluate

? What is a year-end review?

The year-end review is a formal evaluation of an employee's annual performance, skills, strengths and development needs. Year-end review ratings affect promotion, pay increment and annual bonus.

During the year-end review, employees need to be communicated on their performances using performance rating or scores, followed by effective coaching and feedback.

Firms usually use a performance appraisal form during the year-end review.



Guidelines for the year-end review discussion

Prepare



- Collect feedback about your employee from colleagues whom he/she has worked with during the course of the year.
- Review evidence of progress towards goals and employee's self-assessment.
- Prepare questions to clarify the self-assessment or for preparation of your feedback.
- Consider how your employee will react to your feedback.
- Schedule a mutually agreeable time for the discussion and keep it!

 Recommend 2-3 colleagues who are best positioned to give feedback on a specific aspect of your work performance.

 Review evidence of progress towards goals and complete self-assessment.

 Prepare to share specific and detailed examples of achievements that display competencies.

 Prepare yourself for both positive and negative feedback and ask questions to understand the manager's reasoning.





7

Provide feedback & development need/ plan



- Introduce the goal of the meeting and the duration.
- Ask employee for his/her own self-assessment of KPIs/ Goals and competencies set at the beginning of the year.
- Compare your assessment with your employee's selfassessment.
- Highlight strengths and achievements.
- Ensure all your feedback is thought through.
- Share with employee where they need to develop along with your feedback.
- Discuss development opportunities, available trainings and courses.

- Listen attentively.
- Discuss self-assessment in detail, citing concrete examples whenever possible.
- Have an open mind when receiving feedback.
- Have an honest discussion.
- Discuss areas where you think you need further development and share your plan.



3

Closing the discussion



- Reinforce key achievements and strengths.
- Agree on areas where performance requires modification.
- Explain the process for performance linkage to rewards, incorporating this year's performance review into next year's goal setting and development planning.
- Agree on areas where performance requires modification.





The supervisors and employees should take note of the following during any feedback, coaching and review sessions:

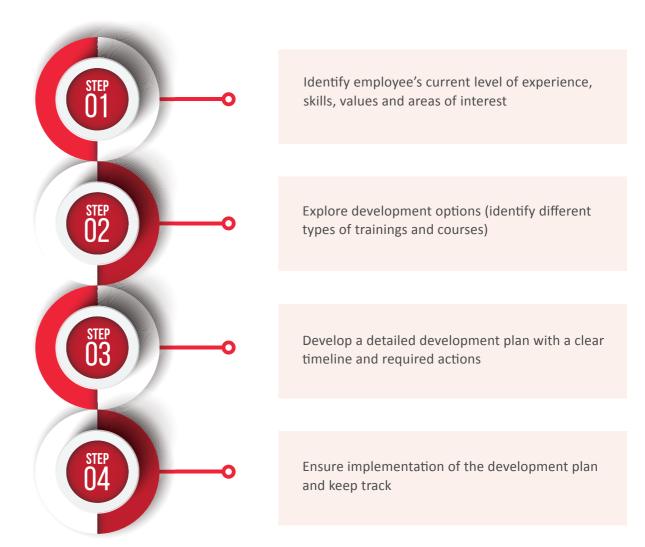
- What should I START doing?
- What should I do MORE?
- What should I STOP doing?
- What should I do LESS?



Reward & develop

To nurture a performance driven culture, there should be a fair linkage between performance and rewards. Please refer to chapter 4 for more details on rewards.

What are the key steps to set employee developmental goals?



The resulting development plan should follow the SMART framework.

What is a career conversation?

A career conversation is a dialogue between the employee and the supervisor to discuss the employee's career aspirations, performance and future development plans to achieve career goals that have been set.

Career conversations can take place in either formal or informal settings such as the performance review or a coffee chat respectively.

What is the supervisor's role in a career conversation?



Helping the employee to understand his/ her motivations

Explaining the different features in each career path

Providing feedback on the employee's performance and development needs

Coaching the employee on how he/she can map out his/her career path in the organisation

Providing the support needed for the employee to progress to the next step in his/ her career plan



1.1.3 RETRENCHMENT MANAGEMENT

What is retrenchment?

Retrenchment is defined as "a dismissal on the ground of redundancy or by reason of any reorganisation of the employer's profession, business, trade or work" as quoted from the Ministry of Manpower (MOM).

As of 1 January 2017, employers are required to notify MOM of any retrenchments that have occurred within five working days after they have notified employees. This is to aid retrenched workers in finding alternative employment and/ or identifying training needed to improve employability.

More details can be found at:

www.mom.gov.sg/employment-practices/retrenchment/mandatory-retrenchment-notifications

Is there an alternative to retrenchment?

As retrenchment is an exercise that may cause much distress to employees being retrenched and those who are remaining in the company, it is recommended that employers first consider other possible alternatives such as redeployment, temporary layoffs or shorter work weeks.

Details of alternatives can be found at:

□ www.mom.gov.sg/employment-practices/retrenchment/alternatives-to-retrenchment

What is a responsible retrenchment?

Retrenchment considerations recommended by MOM include informing MOM or Tripartite Guidelines on Fair Employment Practices (TAFEP) before carrying out the retrenchment exercise, consulting with the union if your company is unionised and treating employees with dignity and respect.

Employers should also pay all salaries due to the affected employees on their last day of work as well as help affected employees look for alternative employment opportunities where possible. Assistance in finding reemployment can be supported by the union of the company or through the Singapore National Employers Federation (SNEF) as well as other agencies such as Workforce Singapore (WSG), U PME Centre and the Employment and Employability Institute (e2i).

Further information on other considerations such as retrenchment benefits can be found at:

www.mom.gov.sg/employment-practices/retrenchment/responsible-retrenchment

1.2 CAREER PATHWAY

1.2.1 INTRODUCTION

What is career pathway planning?

Career pathway planning is the process of identifying different positions in a firm and the different career pathways through which an employee can advance to these positions. To help employees better identify a career path that they wish to embark on, information such as roles, responsibilities, competencies, skills and qualifications required should be listed for each position.



Why develop a career pathway framework?

A detailed career pathway framework maps a clear development and growth path for employees. At the same time, employees are able to use the career pathway framework to plan ahead for their career development. This should enable them to build a meaningful career within the firm.

What are the benefits of a career pathway framework?

- Firms are able to differentiate themselves from competitors with a well-defined career pathway framework
- Employees will know firm's expectations and competencies required for each job
- Employees are able to establish their career objectives according to the career pathway framework

1.2.2 CAREER PATHWAY FRAMEWORK

What are the steps to develop a career pathway framework?



A job family consist of a number of jobs which functions, tasks and accountabilities are similar in nature.

? How to classify jobs into job families?

a. Define the job profile/ job description

Firms must understand the job and what are its key roles and responsibilities, skills and competencies required. This can be found in job profile/ job description (described in page 41). If your firm does not have job profiles/ job descriptions ready, you can develop it using the job description template in chapter 8 (page 153).

b. Classify jobs into job families

Once you understand the various jobs you have today, you can then assign jobs of similar nature which requires similar knowledge, skills and competencies. Although you can do a simple market research on commonly used job family classifications, below, shows an example of a typical job family classification for the BE sector:

Below is an example of a job family classification:



Architect

- Landscape Architect
- Building Architect



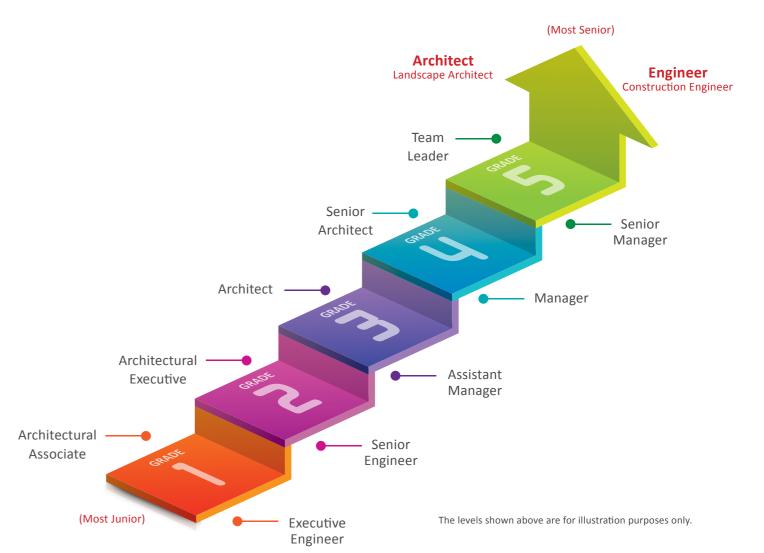
Engineer

- Construction Engineer
- Civil Engineer
 - Geotechnical Engineer
- Water Engineer
- Transport Engineer
- Mechanical Engineer
- Electrical Engineer



Whereas, in a firm with more mature HR practices, a formal job evaluation exercise is used. It is based on a point system and provides a structured basis for the assessment of the actual worth of each position to the market, size of the job, impact the job has to the firm and impact it has to the market.

Illustration of typical job grades for Architect and Engineer jobs:



Step 2. Develop a job grading system applicable across job families

What is a job grade?

A job grade is a horizontal grouping of different jobs which have similar job worth to the firm for pay and career pathway purposes.

? How to develop job grades?

Jobs are classified under the same job grade based on the roles and responsibilities and years of experience required. Firms should identify jobs which requires similar level of roles and responsibilities and years of experience, and link them to certain job grades across different job families.

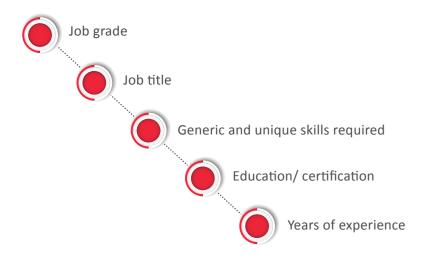
This helps ensure the pay balance across all jobs within different job families. Job grades help in visualising possible career moves in a firm for career pathway purposes.

In a firm with less mature HR practices, usually a simple grading method by rank ordering the worth of the jobs is used to link jobs to job grades.

HR Guidebook for the Built Environment Sector 27

Step 3. Define competencies, key skills and years of experience required

A career pathway framework should include the following:





1.2.3 CAREER CONVERSATION

Why communicate the career pathway framework with employees?

Communication of the career pathway framework is important as employees need to be aware of what is expected and how they may progress in their careers. By clearly communicating the career pathway framework, both employers and employees can assess and bridge the competency and skill gaps before moving on to the next level in the firm.

How to communicate the career pathway framework?

Career pathway frameworks can be communicated via different channels.

Internal channels

- Intranet
- Employee handbook
- Performance appraisal meetings

External channels

- Recruitment material e.g. brochures
- Career website for potential applicants
- Information sharing during selection process

1.3 TRAINING AND DEVELOPMENT

1.3.1 INTRODUCTION

What is training and development?

Training and development consist of activities held within a firm that aims to improve employees' performance and upgrade their skills. Firms may wish to make these activities mandatory for employees and/or allow employees to attend these trainings on a voluntary basis.

What are the key benefits of having training and development programmes?



Bridge the gap between current skills and future skill needs

Increase productivity

Increase job satisfaction

Enable achievement of career goals and business outcomes



1.3.2 TRAINING AND DEVELOPMENT FRAMEWORK

? What are the key steps within a training and development framework?

Step 1.

Identify training needs and develop training plans

Step 2.

Select the types of training programmes

Step 3.

Evaluate training effectiveness

Step 1. Identify training needs and develop training plans

Understanding employees' development needs is crucial to planning training programmes. In order to maximise training effectiveness, firms should plan ahead for training periods and budgets.

? How to analyse training needs?

Below is the process to analyse training needs.

2. Business process analysis

Identify the efficiency of the current and desired business processes gaps

4. Training need analysis

From identification of gaps, firms can identify its training needs to bridge the gaps



1. Company strategy analysis

Understand company's current and near future goals

3. Individual Level analysis

Identify whether the current workforce has the right skills and competencies to support the business goal and process

Below are some key considerations for the development of training plans by HR and the respective heads of departments:

Training plan to be produced by HR with the support of the heads of departments (Typical duration of 1 year)

Ensure mandatory trainings by authorities are included in the training plan

Ensure that training and development needs are addressed with the training programmes

Ensure there are enough resources to support the training programmes, such as training venues, training budget

Plan the training schedules with the firm's business cycle, e.g. peak and off-peak periods, to ensure training programmes do not disrupt the business operations

Set the minimum training hours for each employee based on the employee developmental goals set during year-end performance appraisal meetings

Work with the Finance team to consolidate the training budgets given by each business unit, and seek approval from the Senior Management

Emphasize the importance of the training programmes and identify relevant training programmes

Give employees time flexibility to attend the training programmes (work/ training balance)

Steps to consider for

Encourage employees to initiate training programmes and approve the training courses, if it is relevant

Select the participants for each training programme to ensure the training needs are addressed

Steps to consider

for HR



heads of departments

Please refer to chapter 8 (page 148 and 149) for a sample training plan template and a sample training application form.

HR Guidebook for the Built Environment Sector

HR Guidebook for the Built Environment Sector

Step 2. Select the type of training programmes

There are many different types of training programmes which can be selected depending on the needs of a firm.

What are the BCA continuing education and training (CET) requirements?

In order to develop the workforce capabilities and the adoption of new technologies as the sector propels forward, CET is meant to upgrade PMETs through specialised or postgraduate courses in key strategic areas.

For BCA registered contractors, the BCA Contractors Registration System (CRS) introduced CET requirements for the registered professional and technical personnel (P&T). Subsequently, this pool of personnel have to obtain a minimum of 14 hours of structured training yearly.

For more information about CET requirements please refer to:

www.bca.gov.sg/ContractorsRegistry/others/CET_FAQ.pdf



Where can I find the list of courses accepted for CET?

Selected sources	Link
Singapore Institute of Architects	members.sia.org.sg/go.html?1
Professional Engineers Board	www.peb.gov.sg/course_calendar.aspx
BCA Academy	www.bcaa.edu.sg/what-we-offer/programme-schedule/course-calendar
SCAL Academy	www.scal-academy.com.sg/courses

The table below provides links to the minimum number of training hours for selected professionals to renew their professional certificates.

Professionals	Training hour requirement for professional certificate renewal	Training course
Professional Engineer (PE)	www.peb.gov.sg/Downloads/ ContinuingProfessionalDevel- opment.pdf	www.peb.gov.sg/course_calendar.aspx
Registered Architect	www.sia.org.sg/frequent- ly-asked-questions.html	members.sia.org.sg/go.html?1
Civil and Structural Resident Engineer (RE)/ Resident Technical Officer (RTO)	www.ies.org.sg/pageview. php?page_id=359	www.ies.org.sg/event. php?category=Courses
Mechanical and Electrical Resident Engineer (RE)/ Resident Technical Officer (RTO)	www.ies.org.sg/pageview. php?page_id=365	www.ies.org.sg/event.php?catego- ry=Courses

? What additional sources are available?

Source	Link
SkillsFuture SG course list for the Built Environment sector	www.ssg-wsg.gov.sg/individuals.html?activeAcc=3

Firms can also leverage BCA's various scholarship and sponsorship programmes to upgrade the skills of their employees. For more information, please refer to:

www.buildingcareers.gov.sg/builtenvironmentscholarship.aspx

Step 3. Evaluate training effectiveness

There are different types of training evaluation as shown in the table below:



Training evaluation form

Evaluation within 6 months after the training programme



Discussions/ Focus group discussions between HR and trainees' direct supervisors about any observed improvement

Evaluation within 12 months after the training programme



Calculate the ROI of the training:

- Determine the areas (e.g. productivity, employee engagement etc.) you want to quantify
- Gather the pre-and post-training data of those selected areas and quantify the difference
- Calculate the cost of the training
- Calculate the quantified difference to cost ratio



1.3.3 GRANTS

Firms can leverage on the grants and schemes offered by government agencies to enhance the training and development programmes offered to their employees.



Agency	Grant	Link
Building & Construction Authority (BCA)	Workforce Training and Upgrading (WTU) Scheme	www.bca.gov.sg/workforce/wtu.html
SPRING Singapore	Capability Development Grant (CDG)	www.spring.gov.sg/Growing-Business/ Grant/
	SkillsFuture Mentors	www.spring.gov.sg/sfmentors_
	Union Training Assistance Programme (UTAP)	skillsupgrade.ntuc.org.sg
National Trades Union Congress (NTUC)	Workfare Training Support Scheme, supported by Union Training Assistance Programme	skillsupgrade.ntuc.org.sg
	The Inclusive Growth Programme (IGP)	e2i.com.sg/IGP
Workforce Singapore (WSG)	Workfare Training Support (WTS) Scheme for Employers	www.wsg.gov.sg/programmes-and-initia- tives/workfare-training-support-employer html
SkillsFuture Singapore (SSG)	Enhanced Training Support for SMEs	www.ssg.gov.sg/programmes-and-initia- tives/funding/enhanced-training-support- for-smes1.html
Service Quality Centre	Skills Development Fund (SDF)	www.sqcentre.com/funding/skills-development-fund-sdf/
SkillsConnect	Training Grant	www.skillsconnect.gov.sg/web/guest/app fortraininggrant



2.1 MANPOWER PLANNING

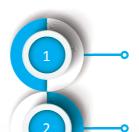
2.1.1 INTRODUCTION

? What is manpower planning?

Manpower planning is the process of reviewing, assessing and planning for future manpower needs to meet business objectives.

The objective of effective manpower planning is to have the right people with the right skills working in the right places within the firm to deliver the desired business outcomes.

What are the benefits of manpower planning?



Avoids overstaffing or understaffing by recruiting and selecting the right number of people

Utilises the workforce more efficiently in supporting business needs, increasing productivity

This chapter covers key topics which will help your firm enhance the effectiveness of the recruitment and on-boarding process, including manpower planning, recruitment and selection processes, and on-boarding processes to help new hires assimilate into their new workplace.

2.1. Manpower planning

- 2.1.1 Introduction
- 2.1.2 Manpower planning framework

2.2. Recruitment and selection

- 2.2.1 Introduction
- 2.2.2 Recruitment and selection process

2.3 On-boarding

- 2.3.1 Introduction
- 2.3.2 Orientation programmes
- 2.3.3 Buddy system



2.1.2 MANPOWER PLANNING FRAMEWORK

What are the key steps to carry out effective manpower planning?

The four key steps to carry out effective manpower planning are shown below:

Step 1.	Step 2.	Step 3.	Step 4.
Project business needs to achieve future targets	Determine the manpower needs for the year	Determine manpower cost	Implement manpower plan

Step 1. Project business needs to achieve future targets

Firms will typically do this as part of the financial budgeting and planning process before the start of each financial year.

It is strongly recommended to involve senior management in this step of the process as manpower planning ideally should focus on manpower needs beyond a one year horizon.

Hence, a long term understanding of the business strategy will allow for a better understanding of how the business will grow over the medium term.

Step 2. Determine the manpower needs for the year



• Changes in employment practices and regulations

Step 3. Determine manpower cost



How to determine the manpower needs?



- Determine hiring costs for the following year
- Calculate other costs, such as salary and benefits
- Seek approval from management for manpower requirements and budget



What are the things to consider?

 Rather than hiring more people, training and operational processes can be streamlined or jobs can be redesigned to increase productivity and efficiency



Please refer to chapter 8 (page 152) for a sample manpower requirement and cost analysis template.

Step 4. Implement manpower plan







- What are the various options to implement manpower plan?
- Restructure for more efficient and effective processes to increase productivity
- Outsource functions performed by certain departments to 3rd party to save on manpower cost
- Recruit and select the right number of people with the skills required
- Find suitable employees for job transfer to departments that require more manpower
- Upgrade the skills of existing employees

What are the things to consider?

Firms can hire part-time or temporary employees, interns, or encourage overtime for existing employees to meet short-term manpower demands.

HR Guidebook for the Built Environment Sector

39

2.2 RECRUITMENT AND SELECTION

2.2.1 INTRODUCTION

Once the manpower planning is done and the immediate manpower needs are identified, firms can embark on the recruitment and selection process to fulfil the manpower needs.

? What is recruitment and selection?

Recruitment and selection is the process of attracting, assessing and selecting candidates.

An effective recruitment process will act as a filter for attracting and selecting the right talent who demonstrate good fit with the firm's culture, values and business strategy.

What are the benefits of having good recruitment and selection process?





Improves financial performance



Increases retention



Enhances firm culture



Reduces training costs downstream

2.2.2 RECRUITMENT AND SELECTION PROCESS

? What are the key steps of an effective recruitment and selection process?

An effective recruitment and selection process has five key steps.

Step 1.	Step 2.	Step 3.	Step 4.	Step 5.
Define the job	Identify recruitment channels	Assess and interview	Make a selection	Offer and close out

Step 1. Define the job

Why do I need to define the job?

Defining the job with a clear job description will help firms attract and hire the suitable candidates who have the right experience and competencies required to succeed. Job descriptions play an important role in communicating expectations and requirements of the job.

What is a job description?

A job description is a document shared between an employer and job applicants/ employees to communicate the key roles and responsibilities, experience, skills and behaviours expected for a certain position.

? How to define the job?

You need to understand:

- Job roles and responsibilities
- Required key competencies including the knowledge, skills and behaviours
- Required experience and qualifications



Please refer to chapter 8 (page 153) for a sample job description template.

QUICK TIPS

- Obtain approval from the senior management after drafting the job description
- Ensure job descriptions are updated frequently so that it remains relevant
- Use simple and clear language, and avoid jargon and abbreviations

HR Guidebook for the Built Environment Sector

41

Step 2. Identify recruitment channels



What is a recruitment channel?

A recruitment channel is a platform for firms to source for candidates. Below is a list of common recruitment channels.



Internal recruitment

Filling vacancies with current employees through promotions or internal transfers. Internal recruitment is feasible if the requisite skills needed for the vacancy are present or can be trained in the current workforce.



Job advertisements

The firm can use job advertisements on traditional print and paper platforms such as newspapers or online platforms. For more information about writing a job advertisement, please refer to www.tafep.sg/job-advertisements



Referrals

Referrals from existing employees are a good source of recruitment as they understand the culture of the firm and can thus identify who in their peer network would have the necessary competencies and would be a good fit into the firm.



Graduate hiring and internship recruitment

The firm can work with career offices of various tertiary educational institutions to find interested students and provide them with employment opportunities. Internships provide an added opportunity for firms to assess candidates who may be graduating soon.



Online platforms

Firms can place advertisements on online platforms to recruit for the vacancies required. Platforms include BCA's Building Careers Portal www.buildingcareers.gov.sg, online job portals, the firm's career webpage and social media such as LinkedIn or Facebook.



Scholarship and Sponsorship programmes

Firms can work with BCA to sponsor scholarships for candidates with high potential, thereby bonding them to the firm for a set number of years after the candidate has graduated from his/her course. BCA offers various scholarship and sponsorship programmes and details of these programmes can be found at:

www.buildingcareers.gov.sg/builtenvironmentscholarship.aspx.



Firms are expected to abide by the Tripartite Guidelines on Fair Employment Practice (TAFEP) when posting a job advertisement and recruiting and selecting employees. There should not be any content which is discriminatory in nature. In the case of special requirements, firms must provide further details to clarify the requirements.

Useful links

Source	Link
The Tripartite Guidelines on Fair Employment Practices	www.tafep.sg > Employment Practices> Fair Employment Practices> Tripartite Guidelines on Fair Employment Practices
Online module for fair recruitment and selection process	www.tafep.sg/eLearning2/TAFFEPc02_course.html
Fair employment online self- assessment tool	www.tafep.sg/self-assessment/



Please refer to chapter 8 (page 154) for a sample job application form.

Step 3. Assess and interview



How do I structure my interview?



Preparation

- Familiarise yourself with the candidate's CV and the role he/she applied for
- Prepare interview questions and the interview setting



Opening/ ice breaker

- Introduce yourself and your role in the firm
- Welcome the candidate and explain the process
- Ask the candidate to introduce himself/herself



Information gathering using the STAR approach

- Ask about the previous jobs, roles and responsibilities
- Ask about reasons for leaving the current/ previous employment
- Ask the candidate about why he/she wants to work in your firm



Role/ promoting the firm

Promote the firm by citing opportunities provided



Questions

Allow the candidate some time to ask questions

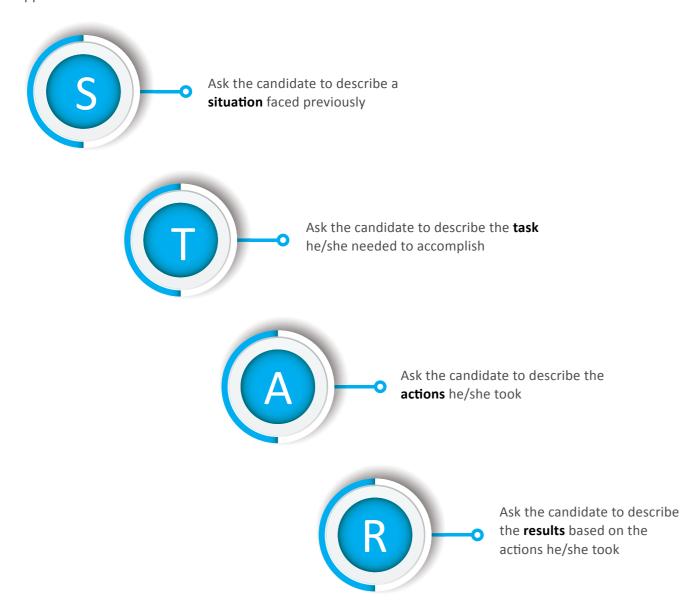


Close/ next steps

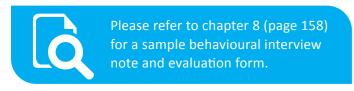
 Wrap up the interview and brief the candidate on the next steps

? What is the STAR approach?

The STAR approach helps hiring managers understand whether the candidates have the necessary skills and competencies to perform the job. This is based on the belief that past behaviours are a reliable predictor of future performance. When interviewing candidates, hiring managers should conduct the interview using the STAR approach.



The STAR approach helps hiring managers understand the candidate's behaviour better, thus helping them to make better hiring decisions.



Step 4. Make a selection

After the interview, interviewers should spend time preparing a written evaluation of each candidate while it is still fresh in their memory. Notes taken during the interview should also be used here.



How do I select the suitable candidate?

Consider the following when selecting suitable candidates:



Whether they meet the technical requirements of the job

• Does the candidate have the minimum knowledge, skills and competencies to perform the job?



Whether they meet the behavioural requirements of the job

• Is their behaviour acceptable for the job and would they fit with the team and overall organisational culture?

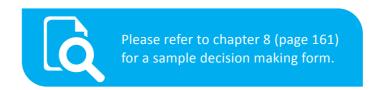


Whether they are the best fit for the job

• Has the candidate shown himself or herself to be the ideal hire compared to other candidates?

It would be useful to consider the following when making a selection decision:





HR Guidebook for the Built Environment Sector 45 HR Guidebook for the Built Environment Sector

Step 5. Offer & close out

The last step of the hiring process involves making a decision, extending an offer and closing the loop with other candidates.



How do I make an offer and close out?

Step 1. Making an offer

- Give a phone call to your candidate and seek verbal offer acceptance
- Meet your candidate in person and issue a legally compliant contract of service

Please note that all employers are required to issue key employment terms (KETs) to employees covered under the Employment Act.

Please refer to \(\subseteq\) www.mom.gov.sg/> Employment practices > Contract of service > KETs sample form for a sample KET list by MOM

Step 2. Close out

- After the candidate has accepted the offer, inform the unsuccessful candidates about the interview outcome. Not only does this show consideration towards applicants who may be sourcing for jobs, it also shows the firm's mindfulness and helps to maintain its reputation.
- There are real cases of firms hiring a candidate that was previously rejected, so do make a good impression on your candidates regardless of whether they are eventually offered the job or not.





All employers must maintain detailed employment records of employees covered under the Employment Act. For more information, please refer to: www.mom.gov.sg/employment-practices/employment-records.

2.3 ON-BOARDING

2.3.1 INTRODUCTION



What is on-boarding?

On-boarding is a process to effectively integrate a new hire into the firm.



What are the benefits of having an on-boarding process in place?

- New hires are made to feel welcomed by the firm
- It kick-starts relationship-building with colleagues
- New hires are provided support through buddy systems
- Helps to set job expectations and objectives of the new hires
- New hires are familiarised with their job scope and responsibilities

The diagram below provides a summary of the activities involved in the on-boarding process:

Pre-on-boarding (prior to first day)

- New hire to undergo a preemployment medical check-up
- Prepare for the new hires' arrival, e.g. selecting buddies, informing the managers and colleagues, ordering office stationaries
- Brief the assigned buddy on his/ her roles and responsibilities

Orientation programmes (first 2-3 days)

- Presentation of firm's business strategy, goals, and values
- Office tour
- Introduce the buddy who will offer advice and guidance to the new hire regarding day-to-day aspects of work in the firm
- New hire to complete all remaining paperwork, e.g. filling in of forms and signing relevant documents to receive office stationery
- Train the new hire on how to use the internal system and certain software
- Gather feedback from the new hire on the orientation program

On-going assimilation (first 2 weeks)

- On-going coaching and feedback sessions with managers
- On-the-job training
- Networking events with senior management to understand the firm in a boarder perspective



Please refer to chapter 8 (page 163) for a sample new hire on-boarding checklist.

HR Guidebook for the Built Environment Sector HR Guidebook for the Built Environment Sector 47

2.3.2 ORIENTATION PROGRAMME

? What is an orientation programme?

An orientation programme is a series of activities meant to provide information to a new hire. The programme typically covers topics relating to firm policies, roles, responsibilities and expectations required of the individual as well as culture and values of the firm.



- Sharing firm policies
- Do's and don'ts



- Explaining to the employees their roles and responsibilities
- Sharing of firm's expectations with the new hires



- Introducing the firm's culture to the employees
- Sharing the norms and values of the firm

? Who manages the orientation programme within a firm?

The introduction of the firm's policies, rules, culture and norms is typically managed by HR. Supervisors are required to communicate expectations of the role to the new hires.

2.3.3 BUDDY SYSTEM

What is a buddy system?

A buddy system is a formal initiative by the firm to pair a new hire with an existing employee to help him/her assimilate to the new firm easily and to attend to his/her day-to-day questions. The purpose is to help orientate new hires to their new environment.

? What are the benefits of a buddy system?

- Reduces the initial confusion and uncertainty experienced by all new hires
- Enables the new hire to focus on adding value to the firm by having the basic level of support provided

? How to implement a buddy system?

You can implement a buddy system in your firm by applying the following four steps:

Step 1. Define the responsibilities of the buddy Step 2. Step 3. Communicate the buddy system Evaluate the buddy system

Step 1. Define the responsibilities of the buddy

Below are the recommended responsibilities of a buddy during the first two months from the new hire's first official work day.



- Be aware of all the administrative procedures
- Ensure new hire's laptop and work station are ready



- Meet the new hire and get to know each other
- Bring the new hire on an office tour and introduce colleagues
- Respond to any questions the new hire may have



- Take the new hire out for a meal. This may be sponsored by the firm.
- Guide the new hire on administrative procedures
- Arrange regular meetups



- Invite the new hire to networking events and team outings
- Clarify any doubts the new hire may have
- Decide how to continue the buddy relationship after the first two months

HR Guidebook for the Built Environment Sector 49

Step 2. Select the buddy

? How to choose the buddy?

When there is a new hire joining the firm, HR can send an email to the team/ department for recommendations on the new hire's buddy. The following criteria can help the team/ department in this process:

- It is recommended that the buddy is to be of the same or one level higher in terms of position as the new hire, and is from the same team/ department
- Familiar with the culture and environment of the firm
- Able to handle the new responsibilities as a buddy on top of existing workload

Step 3. Communicate the buddy system

Before the new hire joins the firm, it is recommended that HR emails the buddy with a to-do list. This helps ensure that the buddy is familiar with the requirements and is ready to orientate the new hire from his/her first day of work.

Step 4. Evaluate the buddy system

HR should review and evaluate the effectiveness of the buddy system by collecting feedback from the new hires after a period of time. The feedback collected can then be used to fine tune the buddy system.





Please refer to chapter 8 (page 164) for a sample buddy system evaluation form.



COMMUNICATIONS



Establishing clear and effective communication channels will allow firms to develop a deeper engagement with its people. With this in place, employees will be kept informed about any latest developments within the firm. Where major decisions relating to operations and HR practices are to be made, valuable employee feedback would be taken into consideration.

This chapter covers the various communication channels that may be leveraged by your firm in driving enhanced engagement with your employees. It also includes an elaboration on how an employee handbook can help you to communicate and enhance awareness of important firm-wide policies and procedures amongst your employees.

- 3.1 Introduction
- 3.2 Internal communication channels
- 3.3 Employee handbook

3.1 INTRODUCTION

? What is communication?

Communication is a form of interaction between employees and employers, involving updates and feedback to ensure the smooth running of the firm.

This can be in the form of informal daily interactions where people can get to know each other and enjoy the social aspect of the working environment.



Information relating to business updates, company policies, events, and benefits, etc.



Feedback on business updates, company's policies, events, and benefits, etc.

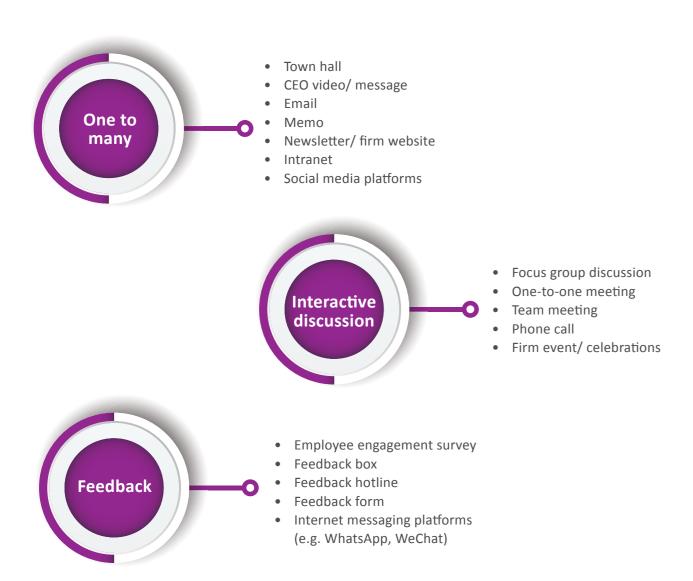
What are the benefits of good communication?

- Employees are able to voice out their opinions so that the senior management is able to change the policies and rules accordingly, if necessary
- Misunderstandings will be minimised, especially in a diverse workforce
- Senior management is able to explain the rationale behind changes and minimise resistance to change



3.2 INTERNAL COMMUNICATION CHANNELS

Firms need to have different communication channels to reach different target audiences effectively. The diagram below illustrates some communication channels that firms can tap on to facilitate effective communication in the workplace with their employees.





- Use different communication channels to reach different audiences
- Choose to use certain communication channels more frequently than others based on certain criteria, such as cost, popularity, ease of usage, and effectiveness, to achieve firm's objectives by reaching target audience effectively

3.3 EMPLOYEE HANDBOOK

What is an employee handbook?

An employee handbook is a document which contains the policies, rules, as well as benefits and programmes offered by the employer. Ideally, a hard copy should be given to employees on their first day of work, with a soft copy being placed on the intranet or the shared drive for ease of reference in the future.

What are the benefits of having an employee handbook?

- Introduces the firm's culture, mission, vision and values to employees
- Aligns expectations and provides guidelines on firm code of conduct, policies and rules
- · Protects the firm from litigation arising from disputes, as policies and rules are clearly documented in the
- Guides employees on operational procedures in the firms such as leave applications and expense claim procedures
- Communicates benefits that employees are eligible to
- Improves operational efficiency from time saved from informing employees on procedures



Constantly update and revise the employee handbook as per market practices and regulatory requirements.



Please refer to chapter 8 (page 166) for a sample list of employee handbook components.

HR Guidebook for the Built Environment Sector HR Guidebook for the Built Environment Sector 55

REWARDS AND COMPENSATION

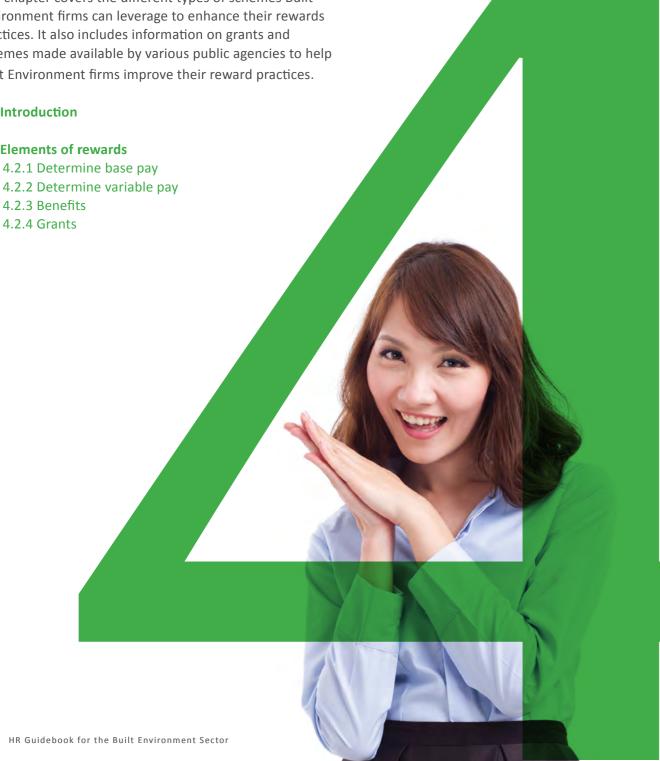
Rewards and compensation drive the attraction and retention of talents within a firm. Having the right rewards strategy, pegged to the right performance measures, will help a firm attract the right profile of talent, as well as drive a higher level of retention amongst high-performing employees. Apart from offering salaries and benefits in line with statutory guidelines, firms can also leverage a suite of bonuses, benefits and recognition programmes to better reward and recognise good-performing employees.

This chapter covers the different types of schemes Built Environment firms can leverage to enhance their rewards practices. It also includes information on grants and schemes made available by various public agencies to help Built Environment firms improve their reward practices.

4.1 Introduction

4.2 Elements of rewards

- 4.2.1 Determine base pay
- 4.2.2 Determine variable pay
- 4.2.3 Benefits
- 4.2.4 Grants



4.1 INTRODUCTION

? What are rewards?

Rewards, sometimes referred to as Total rewards is the complete compensation and benefits package offered to employees. It includes base pay, variable pay, benefits and recognition. It is also defined as everything that employees value.

Having a good rewards strategy and rewards programme allows a firm to compensate attractively, reward good performance and retain its talent. An effective rewards strategy is directly linked to the firm's business strategy and works to reach an organisation's goals.

What to consider when developing a rewards strategy for your firm?

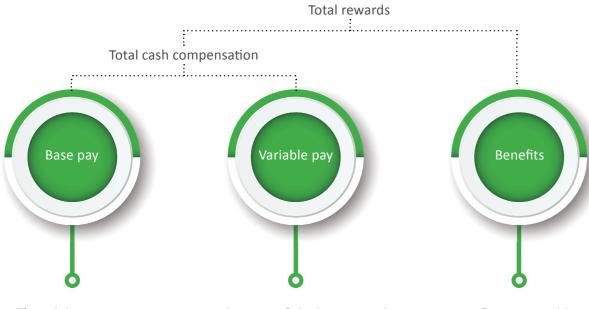
- How do the competitors structure their compensation and benefits?
- How can you differentiate your package from your competitors in terms of:
 - Quantum (e.g. cost to the firm)
 - Mix (e.g. percentage of base and performance-based variable)
 - Aspects (e.g. what type of benefits to offer: should the firm offer above market for Exam leave, Childcare leave, Parental leave?)
- Is your rewards strategy easy to understand?
- How much should you differentiate pay based on performance?

What do employees want to know when it comes to rewards?

- How is my pay determined?
- Does my performance have a direct linkage to my pay?
- Is my pay competitive?
- What type of benefits am I entitled to?



4.2 ELEMENTS OF REWARDS



The minimum amount that an employee receives every month. This offers financial stability.

Paid on top of the base pay. This recognises results. Firms usually offer short-term incentives (annual bonus) and long-term incentives (more commonly for public-listed firms).

Benefits are an additional non-wage compensation provided on top of the base and variable pay.

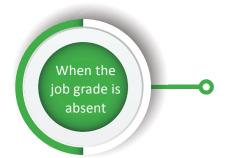
4.2.1 DETERMINE BASE PAY

In order to determine the base pay, your firm needs to have the job grades and salary ranges defined.

See the definition of job grade from chapter 1, page 26.



Why the need of a job grade in your firm?



- There may be a lack of internal pay balance
- There is no consistent career growth
- There is no structured pay range
- Jobs with varying market values are classified into a single grade and pay range
- Consistent career pathway from one grade to next grade
- Reasonable salary increase and promotion ensuring the internal pay balance



What is a salary range?

A salary range is defined as the difference between minimum and maximum base pay offered for a particular job grade.

Usually, jobs which require similar types of knowledge, years of experience and seniority across different job families/ functions, have similar salary ranges.

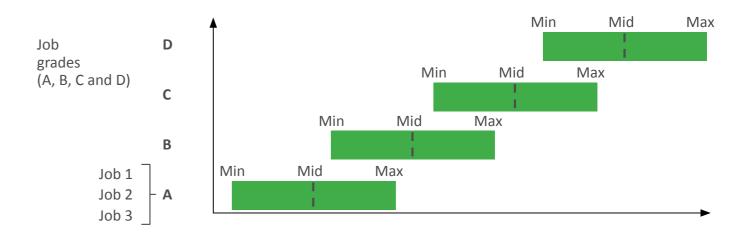
Why is a salary range necessary?

Salary ranges are important tools for financial planning purposes as well as in communicating to employees the salary movement related to career paths. The salary range is meant to accommodate merit increments of employees as they gain relevant experience and expertise in their roles over time.

The salary range consists of the minimum, mid and the maximum points and can be broken down into quartiles.



Before the maximum of the salary range is reached, employees are usually promoted. The key rule to having a healthy salary range is that each job band's minimum salary should be higher than the lower job band's mid-point of the salary range as shown in the chart below.



HR Guidebook for the Built Environment Sector HR Guidebook for the Built Environment Sector 59

? How to determine a base pay?

Besides considering an employee's job experience, base pay should be developed taking into consideration the following:

- Internal pay balance Pay is determined by comparing employees in similar jobs with similar qualifications
- External competitiveness Pay is determined according to external market pay levels and individual pay levels



QUICK TIPS

It is recommended to conduct an annual compensation benchmarking exercise to ensure your firm is paying competitively in the market. There are a various sources of compensation data available in the market such as salary reports by different recruitment agencies and MOE Graduate Employment Survey. More info can be found at: \(\subseteq data.gov.sq/dataset/qraduate-employment-survey-ntu-nus-sit-smu-sutd \)

How to determine a salary increment?

Salary is usually reviewed on an annual basis and takes into consideration several factors, such as, the employee's performance, firm performance, inflation rate and sector average.

The graph below shows a sample increment allocation guideline for different performers.



4.2.2 DETERMINE VARIABLE PAY

How to determine variable pay?

Variable pay is typically rewarded to employees who meet performance expectations or exceed performance expectations. Hence, the quantum of the variable pay component is also linked to the performance of the firm. Thus, it is essential for supervisors to measure performance of their employees appropriately against organisational goals and individual goals to determine the final pay-out to be given.

Why link pay and performance?

Every firm would like to retain good performers but might not necessarily differentiate good performers from underperformers with their rewards mechanism. Having a rewards mechanism which has a linkage between pay and performance does the following:



Recognises and differentiates good performers



Acts as a key retention tool for good performers



Sends a message of which behaviours are valued and rewarded by your firm

4.2.3 BENEFITS



? Why have benefits in place?

Benefits can attract and retain the right talent within the firm. Choosing the right benefits can:

- Differentiate your firm from your competitors
- Improve employee retention
- Reinforce the desired culture, values and behaviours

To do this, firms should focus on getting the right benefits for the firm rather than relying on "Best practices" in the market or simply following typical market practices. Please refer to chapter 7 for a various benefits that the BE firms are implementing.

? How to choose the right benefits programme for your firm?

Answering the questions below will help you choose the right benefits programme for your firm:

- What messages do you want to convey with your benefits programme?
- Does the benefits programme support business strategy?
- What are your employees' needs and desires?
- What does your internal research tell you about the key to attracting, engaging and retaining high performers?
- Is the programme affordable given your budget?
- Are you offering the same benefits as your competitors?

Are there any mandatory benefits?

Please note that there are mandatory benefits required by the Ministry of Manpower (MOM) and these are reviewed frequently. Firms must offer these benefits which include leaves, public holidays and insurance. Please refer to www.mom.gov.sq for more detailed information.



What are the additional non-mandatory benefits?

Shown below is a sample list of non-mandatory benefits which firms in the BE sector have used to motivate their employees.

Leave

- Marriage Leave
- Exam Leave
- Birthday Leave
- Compassionate Leave
- Flex Leave (leave for any personal reason)

Medical

- Outpatient (co-payment scheme or full coverage)
- Inpatient (co-payment scheme or full coverage)
- Insurance (life, critical illness and travel insurances, could be extended to family members)
- Dental (co-payment scheme or full coverage)
- Optical (fixed allowance)
- Health screening (catering a health provider to the firm, co-payment or full coverage)

Others

- Flexi-dollar (annual allowance for employees to spend for selected items such as dental, optical, gym membership, extended coverage of insurance etc.)
- Mobile phone allowance
- Free parking
- Congratulatory/ condolence gifts
- Professional membership fees
- No-MC incentive (additional allowance is given if an employee did not take any MC for the year)

Shown below is a sample list of recognition programmes that firms in the BE sector have used to motivate their employees.

Types of recognition programmes



When to use

Special achievement for specific tasks/projects

Examples

- One-time bonus
- Merchandise
- Time off
- Travel
- Firm trip
- 'Spot' awards (gift certificates, cash)
- Top performer certificate
- Invitation to a 'higher level' meeting



Day to day efforts that require special notice

- Letter of appreciation
- Service anniversaries
- "Wall of Greatness"
- Social events and outings
- Say 'Thank You'
- Tickets to entertainment events

4.2.4 GRANTS

Firms can leverage on grants and schemes offered by government agencies to enhance compensation and benefits offered to their employees.

Below is the list of available grants:

Agency	Grant/ Scheme	Link
Inland Revenue Authority of Singapore (IRAS)	Wage Credit Scheme (WCS)	www.iras.gov.sg/ > Schemes > Wage Credit Scheme
Ministry of Manpower (MOM)	Workfare	<pre>www.mom.gov.sg/ > employment practices > schemes for employers and employees > workfare</pre>



WELLNESS AND SUPPORT SCHEMES

The adoption of effective wellness and support schemes helps to increase employee productivity and enhance overall business performance. Such schemes help employees balance their professional and personal lives and creates a positive workplace environment for employees to focus on their jobs and tasks.

This chapter covers the various types of wellness and support schemes that your firm can consider adopting, including flexible work arrangements, employee support schemes and health and wellness programmes. Information on the various types of grants and schemes offered by public agencies for wellness and support schemes is also included for your reference.

5.1. Introduction

5.2. Different types of wellness and support schemes

5.2.1 Flexible work arrangement schemes



5.1 INTRODUCTION

What is a wellness and support scheme?

A wellness and support scheme is a tool which employers can leverage to promote employees' physical and mental health in order to improve productivity and to provide support to the employees in various aspects of their lives, especially during times of need, allowing employees to focus on their work.

What are the benefits of deploying a wellness and support scheme?

- Reduces absenteeism
- Increases job satisfaction and work productivity
- Reduces health care cost for both employees and the employer
- Improves employee engagement
- Increases employee retention rate
- Differentiates one from competitors and better attracts talent
- Builds a healthier workforce

What to consider when developing wellness and support schemes?

- Schemes should be aligned with business goals, firm culture, values and desired employee behaviours
- Target audience should be identified
- Budget needs to be approved
- Employees' priorities, preferences and constraints need to be considered

What to consider when implementing a wellness and support scheme?

- Assign a committee to administer and organise such schemes
- · Educate employees on the benefits of the programmes and their responsibilities
- Communicate any up-coming programmes using various platforms such as emails, posters, etc.



5.2 DIFFERENT TYPES OF WELLNESS AND SUPPORT SCHEMES

There are various wellness and support schemes which firms may consider implementing.



5.2.1 FLEXIBLE WORK ARRANGEMENT SCHEMES

The diagram below shows the different types of flexible work arrangement schemes that you can implement in your firm. When implementing these schemes, you may want to consider the suitability of these schemes for different employee groups with different job natures.

Flexible Work Arrangement Scheme



Details

Employees can work anywhere, and are not limited to working in the office. For example, employees can work at clients' place, cafes, or home.

Key business considerations

- Do I need to consider information security when my employees work outside the office?
- Will arranging a face-to-face team meeting be difficult when team members are working at different places?
- Are there walk-in customers which require staff to handle or respond immediately?



Employees can have the flexibility to start and end their work day at their preferred timing as long as they are within 2 hours of the office working hour and fulfil the required working hours.

 Is it going to be hard to coordinate team meetings in the early morning or late afternoon as employees have a different starting and ending time for their work?



Employees are able to work:

- Part-time
- On a compressed work week
- On a seasonal work schedule
- Is it administratively desirable?
- Will such schemes disrupt daily business operations when most of the employees go on Flexi-Work?



Employment legislations to note when implementing flexible work arrangement schemes

- Employment Act (EA) information about working hours, part-time, overtime, etc.
- Workplace Safety and Health Act (WSHA) firms must ensure the safety and health of employees
 at work, subject to the practicability and degree of control over the place of work
- Workplace Injury Compensation Act (WICA) firms should be liable for claims for injuries incurred during work or due to work, including work conducted outside office



Please refer to chapter 8 (page 169) for a sample flexible work arrangement request form.

HR Guidebook for the Built Environment Sector

67

5.2.2 EMPLOYEE SUPPORT SCHEMES

Shown below is a sample list of employee support schemes that firms in the BE sector have used to support their employees.

Transport assistance	Financial assistance	Gifts
Transport allowanceFirm bus/ carFree transportation	 Financial assistance with low or no interest for high performers Sponsorships for further education/certificates Corporate discounts Childcare subsidies Eldercare subsidies 	MarriageNew bornHospitalisation

5.2.3 HEALTH AND WELLNESS PROGRAMMES

Shown below is a sample list of health and wellness programmes that firms in the BE sector have used to support their employees.



Physical and Mental Health related

- Counselling service/ hotline
- Stress management talk
- Nutrition/ healthy eating
- Illness/ injury
- Gym and fitness membership
- Dance class
- Sports day
- Company sponsored registration for runs



Family and Community

- Dinner with family (i.e. employees can end work an hour early on a selected work day)
- Volunteer opportunities
- Family day
- Family night
- Movie day
- Family education talk
- Activities with family



Finance

d .

Talks about:

- InvestmentSaving and
- Saving and Spending
- Credit
- Retirement



Facilities

- On-site childcare room
- Employee lounge/ recreation area
- Nursing room



There are various health applications available which your firm can recommend to your employees. You can get more information on Health Promotion Board website at www.healthhub.sg/apps/listing

Useful links

Source	Link
Case studies	www.tafep.sg/health-and-wellness-programme
Energising Work Culture, A work-Life Strategy Handbook	www.mom.gov.sg/~/media/mom/documents/employment-practices/energis- ing_work_culture-a_work-life_strategy_handbook.pdf
Work-Life harmony report by MOM	$www.mom.gov.sg/^{\sim}/media/mom/documents/employment-practices/wlsreport-final.pdf$
Workplace Programmes	www.hpb.gov.sg/workplace/workplace-programmes

5.2.4 GRANTS

Tabled below are the grants from government agencies given to support the implementation of wellness and support schemes:

Agency	Grant	Link
	Work-Life Grant for Flexible	www.mom.gov.sg/employment-practices/ good-work-practices/work-life-grant
SNEF and NTUC	WorkPro	www.wsg.gov.sg/programmes-and-initiatives/ wsg-workpro-employers.html



5.3 INTRODUCTION TO WORKPLACE DIVERSITY

What is workplace diversity?

Workplace diversity is defined as having employees of diverse backgrounds, beliefs and styles working together in an environment that is accepting and respectful of these differences.

Managing diversity means recognising differences among employees and leveraging these differences to achieve business goals, creating a culture where employees feel equal and valued.

Diversity is not just about different nationalities, gender and age group but also includes the following:

- Thinking style
- Religious background
- Leadership style
- Education
- Abilities/ disabilities
- Generation
- Service line/ function
- Sexual orientation

Location

Language

What are the benefits of a diverse workforce?

- Leads to better decision-making
- Greater opportunities and innovation
- Better critical assessment of risk
- Differentiate from competitors by having better knowledge and experience (different language, years of experience etc.)



What are the responsibilities of the employer and employees to value diversity within a firm?



- Create awareness about diversity of the current workforce
- Fill the gaps to make positive differences
- Recognise employees who demonstrate exemplary behaviour
- Make sure the firm's internal processes offer an equal experience and treatment to all employees
- Respect and accept differences
- Be role models





QUICK TIPS

To encourage positive behaviours within the firm, HR and the management team can include a diversity clause in the employee handbook or incorporate diversity in the firm's values.

Useful links

Source	Link
Diversity management guidebook developed by MOM	www.mom.gov.sg > Employment practices > Good work practices > Manage workplace diversity
Workforce Diversity E-Calculator	www.tafep.sg/ecalculator/workforcediversityecal.html

This chapter includes a list of frequently asked questions on workpass regulations for foreign workers and foreign worker upgrading requirements.

- 6.1 MOM work pass regulations for foreign workers
- 6.2 Construction work permit holders' upgrading requirements (applicable to construction firms only)

FREQUENTLY ASKED QUESTIONS OF MANAGEMEN OF FOREIGN **WORKERS** HR Guidebook for the Built Environment Sect

6.1 MOM WORK PASS REGULATIONS FOR FOREIGN WORKERS

Which work pass do I need to apply for my foreign workers?

All foreigners who intend to work in Singapore must have a valid pass (commonly known as a work visa) before they start work. If you are engaging foreigners to work in Singapore, you must ensure that they hold a valid pass. Find out which pass is suitable, if they are eligible and how to apply at:

- www.mom.gov.sg/passes-and-permits
- ② Do I need to declare my business activities before applying for work permit or S pass?

Yes. Employers need to declare your business activity if you are a business employer applying for Work Permits or S Passes for the first time. For more details, please refer to:

- www.mom.gov.sg/eservices/services/declare-your-business-activity
- Are there any sector-specific rules for work permit?

Employers can get Work Permits only for workers from certain source countries. You also need to meet the Work Permit requirements, including medical insurance, security bond, quota and levy. For more details, please refer to:

- www.mom.gov.sg/passes-and-permits/work-permit-for-foreign-worker/sector-specific-rules
- **?** Do I need to pay foreign worker levy?

Employers are limited by a quota for your industry and must pay the monthly foreign worker levy for each Work Permit holder you employ. For more details on your sector's quota and levy requirements, please refer to:

- www.mom.gov.sg/passes-and-permits/work-permit-for-foreign-worker/foreign-worker-levy
- **?** How do I calculate foreign worker quota, or dependency ceiling?

Use the quota calculator to plan how many Work Permit and S Pass holders your company can hire based on your sector and workforce. For your most up-to-date quota, you should always check Work Permit Online (WP Online). For more details, please refer to:

www.mom.gov.sg/passes-and-permits/work-permit-for-foreign-worker/foreign-worker-levy/calculate-foreign-worker-quota

Work Permit for foreign workers

The Work Permit allows semi-skilled foreign workers from approved source countries to work in certain sectors. Find out your sector's requirements, foreign worker levy and quota, and how to apply.

For more details, please refer to:

□ www.mom.gov.sg/passes-and-permits/work-permitfor-foreign-worker

S Pass

The S Pass allows mid-level skilled staff to work in Singapore. Candidates need to earn at least \$2,200 a month and have the relevant qualifications and work experience.



6.2 CONSTRUCTION WORK PERMIT HOLDERS' **UPGRADING REQUIREMENTS (APPLICABLE TO CONSTRUCTION FIRMS ONLY)**



FOREIGN WORKER SKILLS UPGRADING **REQUIREMENTS**

What is it?

From 1 January 2017, MOM requires all construction firms to have at least 10% of their construction Work Permit holders (WPHs) as "Higher Skilled" R1 WPHs. This is part of the Government's efforts to raise the quality and productivity of the construction workforce.

Who is it for?

All firms with construction Work Permit holders.

Why you should upgrade your workers?

R1 workers enjoy a longer maximum Period of Employment (POE) of 22 years instead of 10 years for basic skilled R2 workers.

Firms can also enjoy levy savings of up to \$400 per upgraded worker.

For information on levy and maximum POE, please refer to: \(\subseteq\) www.mom.gov.sg/passes-and-permits/work-permitfor-foreign-worker/sector-specific-rules/constructionsector-requirements

How can you check your outstanding requirements?

Firms can check their latest outstanding number of workers to be upgraded from MOM's Work Permit Online System. For more details, please refer to: □ www.mom.gov.sg/eservices/services/wp-online-for-

WHAT ARE THE VARIOUS WAYS THAT WPH CAN QUALIFY AS R1 WORKERS?



CoreTrade scheme:

WPHs with at least 4 years of construction experience in Singapore and who pass the skills assessments conducted by BCA can register under the Construction Registration of Tradesmen (CoreTrade) scheme to qualify as R1 workers.

For more details, please refer to:

www.bca.gov.sg/cwrs



Multi-skilling scheme

WPHs with at least 4 years of construction experience in Singapore and in two different recognised trade skills can register to qualify as R1 worker.

Multi-skilling scheme (Safety)

From October 2016, WPHs can also register to qualify as R1 workers if they are:

- Certified in a recognised trade skill,
- Have at least 6 years of construction experience in Singapore, and
- Have obtained WSQ Advanced Certificate (Workplace Safety and Health) or completed 120 hours of training in approved safety-related courses.

For more details, please refer to:

www.bca.gov.sg/cwrs



Market-based skills recognition framework (MBF)

The MBF allows R2 WPHs to upgrade to R1 status if they have at least 6 years construction experience in Singapore and earn a fixed monthly salary of \$1,600 or more.

For more details, please refer to: www.mom.gov.sg/newsroom/press-releases/2014/raising-the-quality-and-productivity-of-the-foreign-workforce



Direct R1

The Direct R1 pathway allows workers who pass the SEC(K) at a higher skills standards, and draw a fixed monthly salary of \$1,600 or more, to qualify for R1 status. This will benefit better quality workers from overseas, as well as existing skilled workers who are unable to upgrade via the other pathways due to lack of sufficient construction experience in Singapore.

For more details, please refer to: \(\subseteq\) www.bca.gov.sg/SkillsTesting/direct_R1.html



- 1 "Fixed monthly salary" refers to the sum of basic monthly salary and fixed monthly allowances.
- 2 Employers are required to update the WPH's fixed monthly salary of at least \$1,600 or more at MOM's Work Permit Online (WPOL) system.
- 3 SEC(K) or equivalent trade test

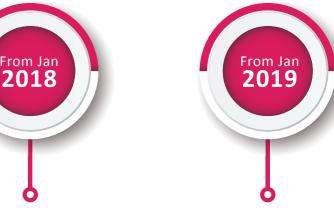
Failing to meet the minimum R1 requirements will result in the following implications:



their WPHs have been upgraded

to R1.





Firms will not be allowed to hire new R2 WPHs and renew their existing R2 WPHs until they meet the requirement. Firms will not be allowed to hire new R2 WPHs or renew their existing R2 WPHs, and firms will have to release their excess R2 WPHs until they meet the requirement.

WORKFORCE TRAINING AND UPGRADING (WTU) SCHEME

To help firms defray the cost of upgrading, the BCA's WTU scheme supports firms in upgrading their workers by co-funding up to 80% of the course fees and testing fees. These training courses are available at the 36 Approved Training and Testing Centres (ATTCs) and the BCA Academy in Singapore. For more details, please refer to:

www.bca.gov.sg/manpower/wtu.html

HR Guidebook for the Built Environment Sector 77

CASE STUDIES

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

- 7.1 Arup Singapore Pte Ltd
- 7.2 HSL Constructor Pte Ltd
- 7.3 Netatech Engineering Pte Ltd
- 7.4 ONG&ONG Pte Ltd
- 7.5 Pontiac Land Group
- 7.6 Samwoh Corporation Pte Ltd
- 7.7 SCB Group
- 7.8 Straits Construction Singapore Pte Ltd
- 7.9 Teambuild Engineering & Construction Pte Ltd
- 7.10 Tiong Seng Contractors Pte Ltd







7.1 ARUP SINGAPORE PTE LTD

FAST FACTS







INTRODUCTION

The Arup group is more than 13,000 strong, operating from more than 90 offices in over 40 countries. As an independent firm of designers, planners, engineers, and consultants, the firm offers a broad range of professional services that combines to make a real difference to the communities in which the firm operates in.

CHALLENGES

It is an industry-wide challenge that engineering is becoming less attractive for graduates and there is an urgent need to change perceptions. Another challenge would be increasing the proportion of female engineers within the BE sector.

RECRUITMENT AND ON-BOARDING

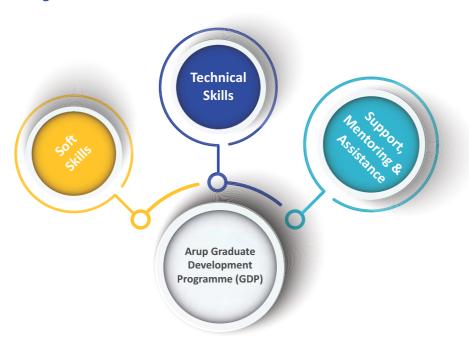
The firm places strong emphasis on getting the right people into the firm. The following programmes make up some of their successful strategies to attracting and retaining talents:

Job Shadowing Programme



Arup's Job Shadowing Programme aims to attract talents as early as possible. This happens even before a candidate chooses to study Engineering in the polytechnic or university. Arup collaborates with selected secondary schools, junior colleges and international schools in Singapore to offer students the opportunity to experience working in the firm. The programme offers short-term internships, ranging from three to six months, for students from ITE, polytechnics and universities as well.

Graduate Development Programme



Arup believes in giving its graduates opportunities and optimum exposure from an early stage of their career through the Arup Graduate Development Programme (GDP). All graduates hired by the firm undergo a two-year holistic professional development programme to align their learning with the skills required of them so that the knowledge developed can be mobilised throughout the firm. Graduates are trained in both technical and soft skills and will be given the necessary support, mentoring and assistance to complete the requirements of Chartership or Professional Engineers through the firm's internal Skills Network and other programmes.

Scholarships

Collaborating with BCA, Arup offers scholarships to high potential students pursuing full-time BE courses in local universities and the BCA Academy. Upon graduation, these scholars are hired immediately and can look forward to a rewarding career with the firm.

International and local mobility

Arup's GDP tagline "Start Here, Go Anywhere", is a reinforcement of the firm's beliefs in harnessing the best of their people. Their commitment to this mantra is demonstrated by offering its employees – of diverse background and disciplines – the chance to work in another office, in the form of job rotation. With more than 90 offices globally, employees can look forward to diverse opportunities in another part of the Arup world as part of the global international mobility programme.

Employee referral programme

To ensure Arup recruits the highest quality employees, it offers current employees the opportunity to be rewarded for successful placements of referred candidates.

Diversity and inclusion

Arup is an equal opportunity employer. The firm places a strong focus on diversity and inclusion across its business, consciously recruiting and retaining a body of employees which reflects diversity in the population. Partnering with SG Enable, an agency dedicated to enabling persons with disabilities, Arup tries to create opportunities for the engagement of people with disabilities to thrive in the firm.

For employment into senior roles, Arup ensures that a senior female employee participates in interviews to prevent any unconscious biases.

REWARDS AND COMPENSATION

Compensation

Arup is an independent firm and is owned in trust on behalf of its employees. This means that all employees are allocated shares based on grade and length of service. These shares translate to a percentage of profit that is paid twice a year to employees. In addition, employees are eligible for the Annual Wage Supplement (AWS), also known as the 13th month bonus.

Benefits

Below are some of the key benefits that the firm provides to its permanent employees:

Birthday leave

In addition to the standard compulsory benefits under the Singapore legislation, Arup provides an additional leave day to employees during their birthday month.

Flexible working

Arup commits to creating a conducive and nurturing working environment that supports its employees in achieving and maintaining work-life balance. To this end, they have a flexible working programme which allows its employees to work shorter hours, part-time, or at staggered hours to suit their needs.

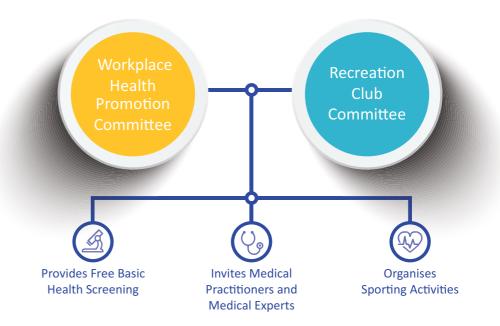
Life and critical illness coverage

Arup provides all permanent employees with life and critical illness coverage and pays the term life benefit in full in the event of death. The critical illness benefit is paid upon diagnosis of any of the 30 major illnesses.

Employee Assistance Programme (EAP)

The EAP service is a professional and confidential external counselling service to assist employees and their immediate families with life management skills to better manage and enjoy life. The EAP also provides access to registered psychologists as well as coaching and advice to leaders and managers of groups within Arup by the way of a Manager Support line, at no cost to them.

WELLNESS AND SUPPORT SCHEMES



To promote a culture of healthy living, two committees, the Workplace Health Promotion Committee and the Recreation Club Committee are charged to develop programmes and activities for employees.

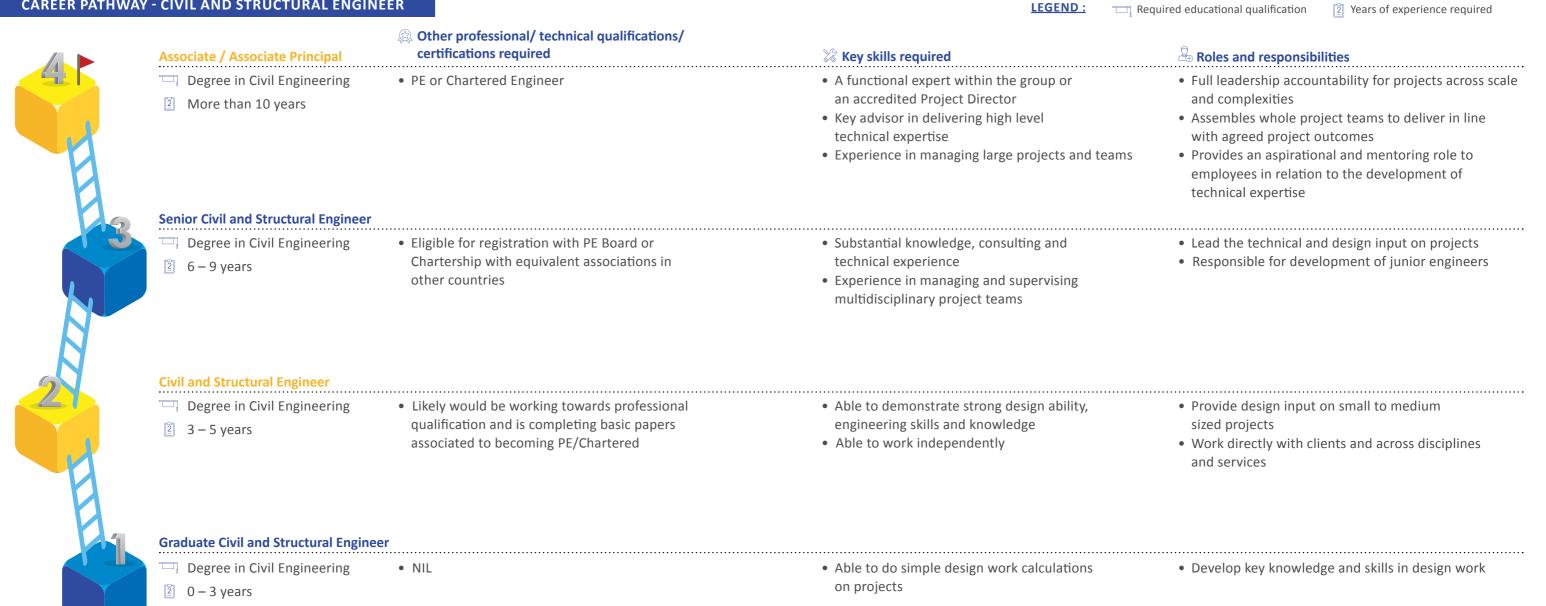
The Workplace Health Promotion Committee organise activities such as free basic health screening, inviting medical practitioners and medical experts to the office for health-related sharing sessions, or organising sporting activities throughout the year for all employees. Every Tuesday, the firm also provides free fruits to all employees.

The Recreation Club organises a varied number of activities to engage the staff including celebration of ethnic festivals, dinner and dance and the Ove Awards – an annual even that formally recognises and celebrates the achievement of its employees, innovative ideas and their best projects.

Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in Arup.

CAREER PATHWAY - CIVIL AND STRUCTURAL ENGINEER



HOW THE FIRM/EMPLOYEES BENEFITED FROM THESE HR PRACTICES

All HR practices are written on the back of Arup's core values and its principles established by the founder, Sir Ove Arup. Arup's people-centric ethos led to the creation of an organisation which is human and friendly, where people are encouraged to be themselves. The result is an independence of spirit that is reflected in their work, and in their dedicated pursuit of excellence.



7.2 HSL CONSTRUCTOR PTE LTD

FAST FACTS



A CONSTRUCTION & ENGINEERING FIRM





INTRODUCTION

Founded in 1994, HSL has grown rapidly to become a key regional player in the marine civil engineering sector. With innovative engineering solutions and construction excellence, HSL has left a trail of landmark projects across many industries requiring foreshore structures and facilities.

Today, the firm is actively engaged in a wide spectrum of engineering disciplines, backed by dedicated teams of professionals who can confidently meet construction and maintenance needs, both on land and sea.

CHALLENGES

As with many firms, HSL experiences challenges with both talent attraction and retention, especially with employee turnover and mobility levels being on the rise. Besides attracting the right talent, HSL strives to retain and develop them to their fullest potential. The firm strongly believes its continuing investment in the best HR strategies, will be critical to its long-term business growth and it remaining competitive within the market.

RECRUITMENT AND ON-BOARDING

Internships and scholarships



The firm believes that to attract the best fit for the job, investment in its people is necessary. As such, the firm develops its people well before they graduate from universities. For instance, HSL collaborates with BCA and local universities on internships and scholarship programmes to give students and fresh graduates the exposure to an actual working life. While the students build their experiential foundation to the desired career and participate in meaningful projects, HSL also uses the opportunity to identify talents among them and secure them with a promising position within the firm.

COMMUNICATIONS



For a large firm like HSL, having multiple communication channels is necessary to ensure that all its employees are informed and are kept up-to-date on the happenings and events related to the firm.

For the CEO to engage with employees, conferences and town hall meetings are organised. Other than the CEO, HSL senior management also holds regular safety meetings with the employees. The firm's employee manual is also easily accessible by all employees. Besides that, the firm conducts an employee engagement survey so that employees can take this opportunity to voice their opinions or provide feedback on the firm's HR policies and procedures. In addition, circulars in the form of emails are also sent out on a weekly basis.

These circulars may contain announcements on new training courses for employees to sign up, introductions of new hires, upcoming events, project updates, employee handbook reviews, employee promotion or even environmentally-friendly messages. The multi-prong approach is essential as HSL believes that communication and transparency across all levels of management can determine the degree of job satisfaction of the employees.

WELLNESS AND SUPPORT SCHEMES



















HSL believes that good health and wellness should not be taken for granted. An effective way for employees to keep track of their health is through the firm's free annual health screening. Another cost-effective way to promote good and healthy eating habits is by distributing free fruit packs to the employees on a monthly basis. In addition, there are also lunch talks on health and well-being which are regularly organised by the firm. Previously, HSL has also joined the anti-smoking campaign to raise awareness about the negative effects of smoking and also to discourage employees from smoking.

On top of that, HSL would occasionally organise sports and fitness events such as the Passion Run and Yoga session. Not only are these events great for encouraging healthy living, they also allow bonding with families and friends too. Moreover, to encourage the building of strong and happy homes, HSL also participated in the annual eat-with-your-family day initiative by TAFEP where employees are allowed to leave work early so they could enjoy a meal or simply just spend time with their families. Not to mention, the firm also has its own kids' nursery room, ping pong room and basketball room for its employees to utilise.

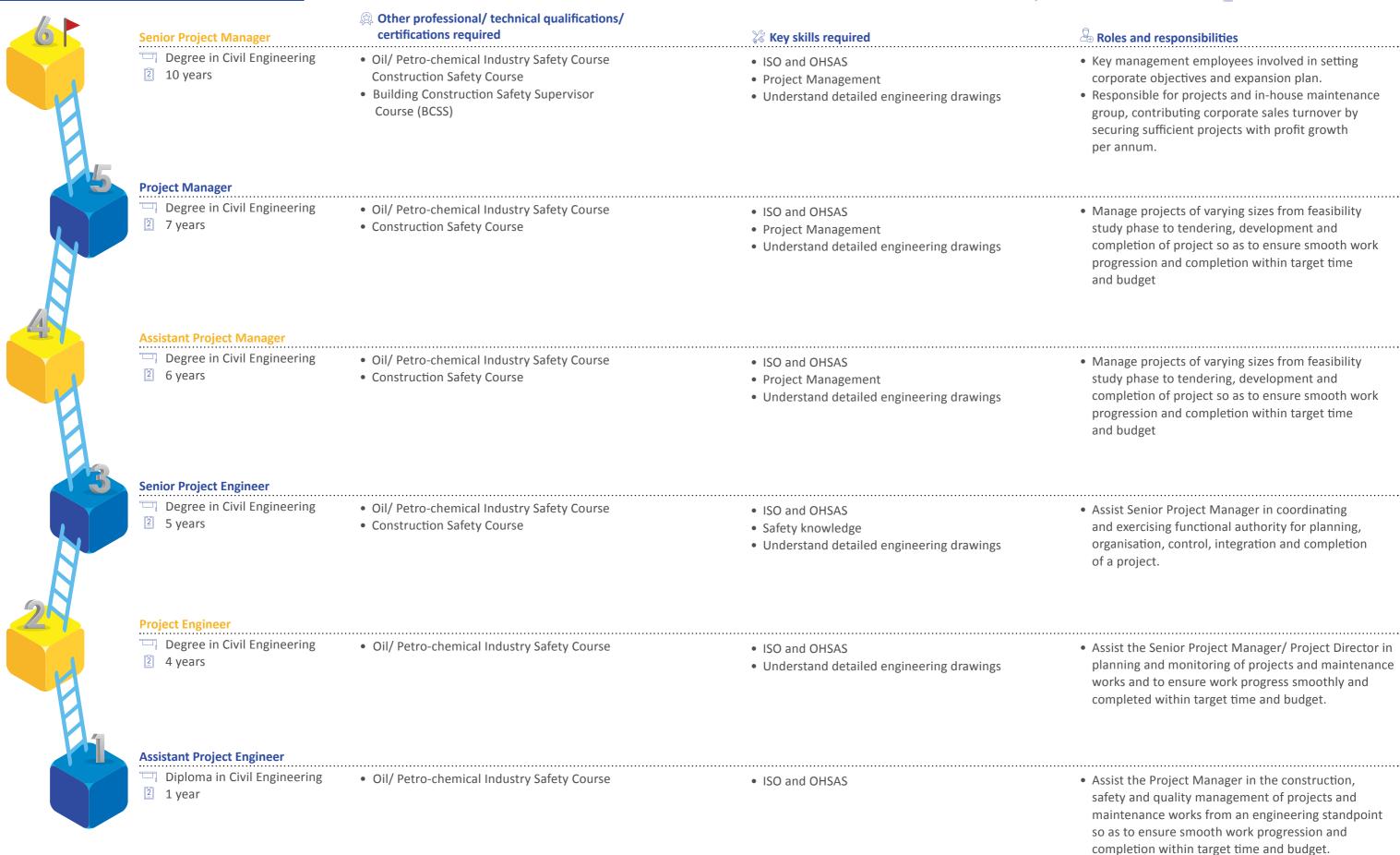
Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in HSL.



CAREER PATHWAY - PROJECT MANAGER

LEGEND: The Required educational qualification will represent the Project Manager with the Project Manager required educational qualification will represent the Project Manager required education and the Project Manager representation of the Project Manage

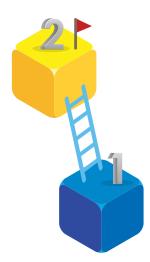


CAREER PATHWAY - CIVIL & STRUCTURAL ENGINEER

LEGEND:

Required educational qualification

[2] Years of experience required



Senior Engineer Other professional/ technical qualifications/ certifications required

🔀 Key skills required

Roles and responsibilities

- Degree in Civil Engineering

 5 years
- Oil/ Petrochemical Industry Safety Course

Oil/ Petrochemical Industry Safety Course

 Assist in design, project planning, construction and safety and quality management of projects and maintenance works to ensure smooth work progression and completion within target time and budget.

Engineer

- Degree in Civil Engineering
- 2 3 years

ISO and OHSAS

ISO and OHSAS

 Assist in design, project planning, construction and safety and quality management of projects and maintenance works to ensure smooth work progression and completion within target time and budget.

CAREER PATHWAY - QUANTITY SURVEYOR

Assistant Contracts Manager

- Minimum Diploma/ Degree in Engineering
- 2 6 years

Other professional/ technical qualifications/ certifications required

- Contracts Administration Course
- Oil/ Petrochemical Safety Orientation Course

Key skills required

- Knowledge of the Singapore Contracts Law
- Knowledge and understanding of procurement process
- · Excellent written and verbal communication ability

Roles and responsibilities

 Perform contracts tendering for the firm, handle project claims, prepare budget/ project estimates and cost-benefit analysis to control project team resources effectively.

Contracts Engineer

- Minimum Diploma/ Degree in Engineering
- 2 4 years

• Oil/ Petrochemical Safety Orientation Course

- Knowledge of the Singapore Contracts Law
- Knowledge and understanding of procurement process
- Excellent written and verbal communication ability
- Prepare proposals, negotiates, and administers
 pre and post contracts using bidding strategies
 which will place the firm in a competitive position
 while assuring acceptable profits, minimizes risk
 and protects the firm's interests and assets.

Assistant Contracts Engineer

- Minimum Diploma/ Degree in Engineering
- 2 years

• Oil/ Petrochemical Safety Orientation Course

- Knowledge of the Singapore Contracts Law
- Knowledge and understanding of procurement process
- · Excellent written and verbal communication ability
- Prepare sub-contractor invoices and progressive claims for Contracts.

HOW THE FIRM/EMPLOYEES BENEFITED FROM THESE HR PRACTICES

HSL believes that to build a good team of employees, there should be good HR practices. Having good HR practices will draw talent to the firm and improve individual employee performance in the workplace. For this reason, HSL puts in extra effort into setting-up good HR practices that will benefit both the employees as well as the firm.

HR Guidebook for the Built Environment Sector

93



7.3 NETATECH ENGINEERING PTE LTD

FAST FACTS







INTRODUCTION

Netatech offers design, consulting and build services in the areas of Stormwater Management, Sustainable Irrigation, Rainwater Harvesting and Treatment. Netatech works closely with architects to provide design and consulting, and to provide specialist build and installation services to Main Contractors. The team is made up of professionals in different domain areas. The firm employs people from different industries, as well as fresh graduates. The important ingredient that Netatech looks for in people are the right basic values, and the ability to learn and grow.

CHALLENGES

Prior to implementing the following HR practices, Netatech had experienced low employee morale and higher employee turnover.

REWARDS AND COMPENSATION

Compensation

The bonus and salary increments are linked to the performance of the firm and the individual employees. To stay competitive in the market, Netatech conducts salary reviews through benchmarking exercises, leveraging MOM's data and external compensation consultancy firms' statistics for salary information on certain positions. Netatech also conducts a yearly performance appraisal for all employees right down to the workers. Performance appraisals are linked to the employees' annual bonus and increment.

Benefits



In addition to MOM"s mandatory requirements, Netatech also provides additional leave for employees to take care of their young children and/ or aged parents. Netatech plans a calendar of activities in advance for employees to take a break from their busy work. For example, there are regular firm-funded football and barbeque sessions to bond the employees together through sports and food. Moreover, festive celebrations are also organised for festivals such as Hari Raya, Christmas and Chinese New Year.

WELLNESS AND SUPPORT SCHEMES

Flexible work arrangements

Netatech offers flexi-work arrangements, such as working part-time and working from home, to meet the needs of a changing workforce.

Health programmes











Netatech also provides on-site health screenings for employees once a year. Employees who have maintained a good health record can share their healthy lifestyle and eating tips with colleagues who have health issues. To discourage employees from seeing a doctor for minor ailments, the firm provides a lump sum allowance which employees may use for medical, dental, insurance or even for purchasing spectacles. On top of that, employees with full attendance for every six months of work will be provided with a \$\$50 no-MC bonus. Netatech's experience is that this scheme has been successful as more employees have used these benefits for dental and insurance, rather than visiting the doctors for minor matters. On a regular basis, the firm organises health talks by external nutritionists, quarterly sports events and monthly fruit treats to encourage healthier living.

Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in Netatech.

CAREER PATHWAY - PROJECT MANAGER

LEGEND: Required educational qualification [2] Years of experience required



	Other professional/ technical qualifications	S/	
Project Director	certifications required		
Degree in Civil/ME/EE	• PE	••	

Key skills required

Roles and responsibilities

- 5 to 8 years
- PE

• Optimising manpower and resources within the Firm • Management and financial skills

Project Manager

- Degree in Civil/ME/EE
- 2 to 5 years

Management skills

 Managing manpower and resources within Project team

Site Engineer

- Degree in Civil/ME/EE
- NIL

- · Communication skills, organisation skills, people skills, leadership skills
- Ability to read plans

• Ensuring projects are implemented as planned

CAREER PATHWAY - DESIGN ENGINEER



- Other professional/ technical qualifications/ certifications required
 - **Key skills required**



- Degree in Civil/ ME/ EE 4 to 8 years
- PE/ QP

- Client management skills, people management skills, financial skills
- Attends sales/ tender meetings, assigns tasks, and manages resources

Design Consultant

- Degree in Civil/ ME/ EE
- 2 to 4 years

- NIL

• Design and ability to manage clients

• Design, attend project meetings with clients, and liaise with project teams

Design Engineer

1 to 2 years

- Degree in Civil/ ME/ EE
- NIL

AutoCAD Design skills

CAD according to design

CAREER PATHWAY - FOREIGN WORKER

Required educational qualification

Pears of experience required



HOW THE FIRM/ EMPLOYEES BENEFITED FROM THESE HR PRACTICES

After implementing the above practices, there was a noticeable improvement in employee morale and a reduction in employee turnover. Management took time to listen to employees, understanding their concerns, and provided a workplace that not only encourages and allows them to grow, but also a place that they enjoy.

HR Guidebook for the Built Environment Sector

99



7.4 ONG&ONG PTE LTD

FAST FACTS







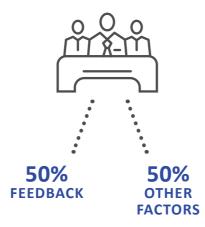
INTRODUCTION

ONG&ONG offers a parcelled, cross-discipline integrated, 360° solution. The firm presents a three-prong approach involving design, engineering and management. ONG&ONG provides services in interior design, landscape, lighting design, fire engineering, placement management, and project management. ONG&ONG has a total employee strength of over 800 people and is currently operating in 13 cities across 11 countries in three continents.

PERFORMANCE MANAGEMENT AND TRAINING

ONG&ONG provides 360° management for employees' performance and training through these three programmes, namely, the High Potential Programme, 360° Performance Appraisal Programme and 360° University programme.

Performance management



As part of the 360° performance appraisal programme, employees are required to obtain feedback from peers, subordinates (where applicable) and immediate managers. These feedback account for 50% of the overall performance appraisal. The other 50% is linked to other factors such as coaching scores gathered from mentoring programmes and learning points gathered from attending training programmes.

Career pathway



ONG&ONG offers the High Potential Programme and accelerated learning to identify future leaders of the firm. There are two career paths for employees in general, namely, the regular career path and the accelerated career path. Each career path is also linked to training programmes (amongst many other things i.e. performance rating) that inform employees on what needs to be checked off in the training calendar for the year. The career paths clearly state the paths for employees starting from the associate level to the director level, emphasising talent and skills development and possible routes of advancement.

Training



The 360 University programme consists of 2 programmes, namely the Mentor & Mentee programme and training programme. The Mentor & Mentee Programme is a 360° mentoring programme in which everyone has an internal mentor and a coach regardless of the position in the firm. The effectiveness of coaching is tied to performance via coaching points. It accounts for 20% of the 360° performance review, which is tied to their bonus.

The firm customises different training programmes for employees with different years of experience as well.



HR Guidebook for the Built Environment Sector 101

REWARDS AND COMPENSATION

Compensation

The annual bonus is directly linked to the employees' performance with 30% of the firm's net profit allocated to employees as annual bonus. When the economy is at a downturn, ONG&ONG freezes the pay increase for employees earning higher salaries but not for those earning less than S\$3,000 per month.

Benefits

Employees are encouraged to initiate activities, and where it is approved by the management, all necessary support will be rendered by the firm to ensure a successful roll-out.

All business units are required to invest a certain amount of profit into training programmes and wellness programmes on an annual basis.

The firm also celebrates employees' birthday by presenting him/her with a voucher worth \$\$50 to purchase the firm's merchandise.

COMMUNICATIONS















ONG&ONG uses different (traditional and non-traditional) communication channels to reach all its employees. There are group-wide communications conducted by the Chairman regularly, such as the quarterly town hall meetings. On a daily basis, employees use iContact (online platform), which is an email communication tool. The firm also uses different social media tools to facilitate communication, such as WhatsApp and WeChat for internal staff and Facebook for external purposes. In addition, ONG&ONG issues newsletters twice a year to keep all employees updated on news and events relevant to the firm.

ONG&ONG also issues the employee handbook to every new hire to ensure they are aware of the firm's learning and development programmes for the entire year. Furthermore, the firm also conducts an employee engagement survey to gather feedback on the firm's policies and initiatives. This ensures that existing benefits meet the needs of employees and any new HR initiatives implemented are beneficial for all staff.





7.5 PONTIAC LAND GROUP

FAST FACTS



A PROPERTY DEVELOPER





ASS 350 PEOPLE IN SINGAPORE

INTRODUCTION

Pontiac Land Group is a leading real estate company with over half a century of expertise and experience in luxury property development.

With the engagement of a selected team of internationally renowned, Pritzker Prize award winning architects and designers who share the group's values and commitment to excellence, Pontiac Land has grown its collection to include hospitality, commercial, retail, residential and medical office properties. Strategically located in Singapore's prime districts, each distinct architectural achievement complements and enriches its living spaces with world-class art collections.

CHALLENGES

The built environment in Singapore is rapidly expanding, and with each new property development being launched, there is an accompanying requirement for manpower resources to manage and maintain the facilities within the premises. It is therefore imperative for the company to ensure they are able to effectively attract, train and retain the right talents to strengthen their position as a landlord of choice in the sector. This is especially so, given the strong market demand for talents in a sector where turnover is often high, particularly in the areas of property and facilities management. Additionally, there is a nation-wide challenge of an aging workforce and a need to address productivity in the labour-intensive property management sector which comprises of a high proportion of mature workers. Ensuring harmonious labour-management relations within a diverse and multi-cultural workforce is also a key priority for the company to achieve a high-performing, engaged and united workforce that is committed to delivering the best to their customers

RECRUITMENT AND ON-BOARDING

Recruitment

Pontiac Land believes that their employees are the most important resource in their service commitment. By joining Pontiac Land, one can look forward to a rewarding career that spans not just one property but the opportunity to explore the other properties. This is facilitated by a new career portal launched in 2015 enabling easy inter-property employee transfers across all entities within the Group. This leverages lateral and vertical career pathway opportunities as well as retains the talents within the Group.

Pontiac Land places great emphasis on talent selection, believing that every new hire presents itself as an exciting partnership and an opportunity to grow the individual to realise his or her fullest potential, adding value to the company. Apart from providing meaningful work and a career path, the broader environment in terms of company culture and its core values also play a key part in providing a conducive workplace that nurtures teamwork and a high-performing culture.



When it comes to recruitment, the company adopts a multi-channel approach in casting a wide net in search of the right candidates. Apart from traditional sourcing methods like online job portals, the company proactively seeks other means, such as having its own LinkedIn Recruiter license as well as a robust Employee Referral Scheme. Believing that its existing employees are often the best ambassadors of the company, Pontiac Land provides incentives to encourage existing employees to refer suitable candidates. Payment of the incentive takes into account the performance and length of service of the candidate, if hired. These measures have enabled the company to speed up its hiring, reduce attrition with the more qualified candidates, and concurrently reduced reliance on recruitment agencies to be more cost-effective and targeted in its hiring approach.

Talent selection

Pontiac Land adopts a rigorous selection process. Apart from interviews, the company also uses an assessment tool with a strong predictive element on the candidate's behaviour and fit to the various job dimensions. Depending on the seniority of the position, the assessment can be done online, via a phone or a face-to-face interview. Reference checks will also be obtained depending on the position requirements.

On-boarding

The company understands the importance of a well-planned and well-executed on-boarding programme to create a win-win relationship between new hires and the company. As such, it invests in a 2-day programme for all new hires, with senior management spending a day to present the key objectives and activities of their respective departments. Another full day is spent on understanding the company's core values.

PERFORMANCE MANAGEMENT AND TRAINING

Performance management

The company has in place a structured and objective performance management process to enhance strategical ignment.with business outcomes and to drive a high-performing work culture. Senior management adopts a balanced scorecard approach and Key performance indicators (KPIs) are cascaded to each department's team members accordingly. The performance planning cycle starts at the beginning of each financial year, where department heads will jointly review and set KPIs for their team members. For Executives and above, this is followed by a mid-year check-in for feedback

and progress update on KPI deliverables. A year-end appraisal is conducted with a 5-point rating scale, with an impact on performance-linked rewards. Apart from the formal appraisal process, the company has in place other employee recognition schemes such as Customer Delights Awards for employees who have gone the extra mile for its customers.

Career pathway and development



The company has different job grades with defined career pathway. Lateral and vertical career options are available. The company supports cross-training for employees who demonstrate potential in other areas. For example, suitable security personnel are given opportunities to be cross-trained for different skills and expand their roles which includes workplace safety. Attachments to properties within the group are also designed for certain departments like housekeeping. Employees are also given an opportunity to apply for positions in other properties within the group.

The company identifies its pool of high-potential employees and structures appropriate learning and development initiatives for these individuals. Apart from job-enlargement, these individuals could be involved in cross-department projects or task forces, or undertake leadership roles in organizing events for employees. The company also leverages its talent selection assessment tool to identify strengths and areas of development for existing employees.

Training







10% FDUCATION

Pontiac Land believes in the 70-20-10 framework for its training i.e. experience (70%), exposure (20%), education (10%). Training hours are being tracked as one of the KPIs in every department.



The company provides different types of training programmes for its employees. The focus is on equipping employees with relevant skills and competencies in areas key to its business, and are conducted by its in-house trainer or via collaborations with external training providers. In 2014, it worked with an external vendor to contextualize and launch a flagship programme for all its service personnel, titled "Delightful Service with a HEART". This 2-day programme has case studies relevant to its business and is supported by Workforce Skills Qualifications (WSQ) funding. Employees can also initiate company-sponsored training courses relevant to their jobs.

The company also sponsors employees for productivity-related training and has introduced an on-going partnership with Temasek Polytechnic, hosting its students on internships, with a focus on business process re-engineering, to generate ideas that enhances productivity for its maturing workforce. The company places emphasis on continuous and experiential learning. On-the-Job Training (OJT) as well as self-directed online training is strongly encouraged, facilitated by its employee intranet which was developed in-house. In 2017, a new web-based e-training system was launched.

REWARDS AND COMPENSATION

Compensation

The company has a competitive salary structure and from time to time, engages external compensation consultants for benchmarking market practices. A pay-for-performance culture is adopted.

Employee benefits













Pontiac Land has in place a comprehensive employee benefits package. Apart from the standard and/ or regulatory terms under Employment Act, the company grants additional benefits to employees such as examination leave, marriage leave with complimentary hotel stay, Group Term Life insurance and complimentary annual health screening for all employees. In addition, Human Capital department proactively liaises with external parties to offer promotions or discounts to employees in the form of F&B privileges, health and wellness packages, special rates as well as other lifestyle benefits. New discounts are rolled out every quarter.

COMMUNICATIONS

Employee engagement

















The company firmly believes that a highly-engaged workforce has a lasting and long-term impact on company performance. As such, several activities are held throughout the year to promote team-bonding and to encourage inter-department interactions within the Pontiac Land family. These activities range from monthly birthday celebrations, fruits days, weekly jogs and exercise classes, monthly newsletters and real-time intranet updates, festive season celebrations and annual events like Dinner & Dance, Amazing Race, Employee Appreciation Week as well as friendly bowling matches. The company also contributes actively to Corporate Social Responsibility (CSR) causes, and have collaborated with several organisations including Lions Befrienders, Singapore Association of Visually Handicapped, Health Promotion Board and Willing Hearts.

HOW THE COMPANY/EMPLOYEES BENEFITED FROM THESE HR PRACTICES

Human Capital department's agenda is carefully crafted to ensure it is closely aligned in creating business impact, such as minimizing disruption to business operations (with an effective recruitment, engagement and retention strategy) and improving performance delivery (with cascading KPIs, structured evaluation, training programmes and performance-linked rewards). By implementing good Human Capital practices, the company has seen tangible results in the form of higher employee engagement scores and reduced attrition, as well as more internal employee promotions with accompanying training and leadership development efforts.





7.6 SAMWOH CORPORATION PTE LTD

FAST FACTS



AN INTEGRATED ENGINEERING AND INFRASTRUCTURE **CONSTRUCTION AND BUILDING MATERIALS SUPPLIER FIRM**





ASS 1500 PEOPLE IN SINGAPORE

INTRODUCTION

Samwoh is a market leader in the construction and maintenance of road, aircraft and seaport pavements. The firm is also at the forefront of providing civil engineering, infrastructural construction services, supplying building materials, offering of specialised blasting systems, recycling of construction and industrial wastes, as well as consultancy services. Innovation and sustainability is in Samwoh's DNA. The firm is the first in the sector to have a SAC SINGLAS accredited research laboratory in the ECO-Green Park premise.

CHALLENGES

The BE sector has been traditionally labelled as being unattractive for employment. It has been commonly associated with the 4 "D" - Dirty, Dangerous, Demanding, and Demeaning. This misconception has created various challenges in recruitment and retention for the firm. Besides the tight labour market and decreasing Man-Year Entitlement (MYE), Samwoh also faces other entrenched environmental challenges. As an infrastructure civil construction firm, Samwoh's projects are exposed to the harsh, hot and wet elements most of the time from the beginning to the end of the project. This is unlike the building construction sub-sector, where some of the work will not be under such elements once the top layer has been erected.



Exposed to Harsh Environments throughout the whole project



Hot & Wet Environments with little or no shade

PERFORMANCE MANAGEMENT AND TRAINING

Performance management

The firm cascades KPIs to every employee, and these KPIs are monitored at different frequencies for each department. In general, there is a mid-year review process in place to determine the salary increment based on performance. A year-end review is carried out in which the bonus is decided based on the performance of Samwoh's group of companies, respective business units, and the individual performance KPIs. KPIs for the next year are also discussed and determined. Samwoh has been using different performance appraisal forms. One is for employees from the executive level and above, another is for employees below the executive level, and one for the operations and workers level. The process of performance appraisal includes employees' self-assessment, followed by managers' assessment, and an open discussion with directors. Thereafter, HR will compile the result of the performance appraisal for each employee. Currently, Samwoh is planning to use the Balanced Scorecard approach for performance management and to revamp the performance management system.

Training and development



Other than the core skills training programmes required by BCA or the various authorities and agencies, Samwoh also provides soft skills trainings, such as management and leadership skills, as well as conflict resolution for employees to improve communication internally. Such training programmes are conducted by external trainers every 2 months. Moreover, HR also organises general trainings such as health talks and finance talks for employees . Project managers and subject matter experts conduct in-house trainings to share new developments within the firm and in the sector in order to keep employees updated about the current situation of the BE sector. Employees also receive on-the-job training where they not only learn their job responsibilities, but also understand how they can collaborate with other departments. In this way, better coordination can be carried out once employees know how different departments relate to each other. Currently, the firm is planning to implement e-learning courses for employees to access anytime and anywhere.

Also, to identify the type of training that employees need the most, Managers are required to complete a training needs assessment form which states the employees' skills gaps. To better assess the effectiveness of the training programmes, post-training evaluation of employees is carried out one month after the training. This evaluation is assessed by managers and signed off by directors to ensure the accuracy of the evaluation. In order to ensure all managers fill up the post-training evaluation form, Samwoh implemented a system to auto-alert managers when they have not filled up the form.







Tour Samwoh Exhibition Gallery & R&D Centre

REWARDS AND COMPENSATION

Compensation

In order to pay employees competitively, the firm refers to publicly available salary reports through external compensation consultancy firms. Moreover, the firm has a top-down bonus allocation, where they decide the overall bonus payout based on the group's performance. The amount is then allocated to business units based on each business unit's contribution to the group. For example, cost centers and profit-generating business units will get different percentages of the bonus. The amount of bonus for the employees will then be determined based on individual contribution and different job grades with a bonus matrix as a guideline.

Benefits

Other than benefits required by MOM, the firm provides annually subsidised cross-functional holiday. To improve the wellbeing of employees, Samwoh provides fruits for all employees and festive goodies during the festive seasons. Migrant workers are also provided with essential necessities such as socks, a tooth-brush and tooth-paste, towels, etc. for migrant workers every 2 months. Due to the location of the firm and for the convenience of the employees, the firm provides free transport from the two nearest MRT stations to its offices. Furthermore, Samwoh also provides other enhanced insurance schemes besides the basic and mandatory insurance coverage for employee of different levels to make sure they are being taken care of in times of need.





Distribution of Fruits & Essential

For migrant workers, Samwoh provides paid home leave based on earned annual leave and after the completion of 2 years of employment with the firm, with paid air tickets for them to visit their loved ones back home, and to spend quality time with their family members.

COMMUNICATIONS





Walk-the-Talk by Board of Directors

The firm uses multiple channels to facilitate communication between the management and employees. For example, monthly meetings are organised so that the Board, management team and executives are aligned on any updates within the firm. In addition, HR organises sharing sessions once every two months for employees to discuss various topics, such as terrorism prevention. Employees may leverage on such sessions to voice any feedback on HR practices as well. The Board of Directors conduct a monthly 'Walk-the-Talk' activity to visit and interact with workers on the different construction sites. This serve as another platform for employees to provide feedback. Alternatively, employees may also make use of the feedback box placed at every work site, dormitory, and office to voice their opinions.

On a daily basis, circulars in the form of posters are placed on noticeboards and emails are sent to ensure everyone is updated on events and/or news relating to the firm and sector.

There is also an employee handbook in the firm's shared drive for employees to refer to at any time. HR regularly updates the handbook when there are any new initiatives or benefits. The firm also conducts employee engagement surveys once every two years, and benchmarks the survey results against the sector's and other industries' results, to better assess the engagement level of employees in Samwoh. Subsequent to these surveys, focus group discussions are also conducted to gather more in-depth feedback on these results.

Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in the firm.

CAREER PATHWAY - PROJECT/CIVIL AND STRUCTURAL MANAGEMENT (1/2)

CAREER PATHWAY - PROJECT/CIVIL AND STRUCTURAL MANAGEMENT (1/2) Years of experience required				
A	Deputy Project Manager	Other professional/ technical qualifications/ certifications required	₩ Key skills required	Roles and responsibilities
	Diploma/Degree in Civil Engineering or equivalent 8 to 10 years	 Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB Certification course for Site Investigation Supervisors Construction Safety Course for Project Managers (CSCPM) Basic Concept in Construction Productivity Enhancement Behavioural Safety For The Construction Industry 	 Project and risk management Strategic planning Management consulting 	 Responsible for project implementation and safety plan Overseeing assigned projects Assist and double up in the absence of Project Manager and above Assistant Project Manager in finance management and cost control
5	Assistant Project Manager	As a selection of Control of the Con	Destructive description to defend	
4	Diploma/Degree in Civil Engineering or equivalent 8 years Senior Project Engineer	 Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB Certification course for Site Investigation Supervisors 	 Project implementation including planning and execution Good project management and coordination skills Have leadership and mentoring skills 	 Handle and assist Deputy Project Manager and Project Manager on project functions and activities (i.e. planning, implementation, and coordinate work) Supervise execution of work and ensure work is in accordance to latest company's standard and EHS, etc May assist Project Manager in finance management and cost control
	Diploma/Degree in Civil Engineering or equivalent 6 to 8 years	 Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB Certification course for Site Investigation Supervisors Building Control Regulation for Site Supervisors WSQ Implement Incident Management Processes (IIMP) Certificate of Competency (CoC) in Earth Control 	 Basic Project Implementation Implementation and Planning Good management and coordination skills Have leadership and mentoring skills Basic Project Management 	 Handle and assist Assistant Project Manager on day-to-day operations Ensure operations are operating smoothly within time frame Provide guidance to Executive Project Engineer & supervisory staff
N.	Executive Project Engineer	Measures (ECM) for Construction Site Personnel QSS		
2	Diploma/Degree in Civil Engineering or equivalent 6 to 8 years	 Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB Certification course for Site Investigation Supervisors Building Control Regulation for Site Supervisors WSQ Implement Incident Management Processes (IIMP) Certificate of Competency (CoC) in Earth Control Measures (ECM) for Construction Site Personnel QSS 	 Ensure operation is in accordance to the requirements of the company, authorities and/or agencies, EHS practices and contract specification of quantities and drawings Implementation and Planning Good management and coordination skills Have leadership and mentoring skills Basic Project Management 	 Handle and assist Senior Project Engineer on the day-to-day operation Ensure operations are aligned with EHS practices and regulations Ensure timely and smooth progress Provide guidance to supervisory staff
	Project Engineer	• Any related cortificate in the Civil/Structural	* Knowledge of the company's quality standards	• Supervise and ensure the execution of work are
	Engineering or equivalent 3 to 5 years	 Any related certificate in the Civil/ Structural Engineering discipline/Registered PE with PEB Building Construction Safety Supervisor Essential Knowledge in Local Regulations and Construction Practices Occupational First Aid (AED and CPR) 	 Knowledge of the company's quality standards, EHS good practices and contract specification of quantities and drawings Knowledge of latest required from the various authority/agencies (i.e. BCA, LTA, and NEA) 	Supervise and ensure the execution of work are carried out smoothly in accordance with the standards and requirements
	Assistant Project Engineer			
	Certificate / Diploma in Civil Engineering 1 0 to 5 years	 Any related certificate in the Civil/Structural Engineering discipline Certification course for Green Mark Professional 	 Able to analyse information and report research results Basic Leadership 	 Assist Project Engineer with coordination on site works Attention to detail Supervise and oversee Site Supervisory Staff

2 At least 12 years

Other professional/ technical qualifications/ certifications required **Project Director**

Key skills required

Roles and responsibilities

- Diploma/Degree in Civil Engineering or equivalent
 - Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
 - Construction Safety Course for Project Managers
 - Advanced Certificate in Construction Productivity

- · Strong financial management and control
- Excellence project management
- · Resources utilisation control and management for a specific or all projects
- Overall in-charge of an assigned specific project or all other projects' activities
- Assist the Division Director

Deputy Project Director

- Diploma/Degree in Civil Engineering or equivalent
- At least 12 years
- Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
- Construction Safety Course for Project Managers
- Advanced Certificate in Construction Productivity

- Strong financial management and control
- Excellence project management
- Resources utilisation control and management for a specific or all projects
- Assist and double up in the absence of **Project Director**
- Source and participate in tendering

Senior Manager

- Diploma/Degree in Civil Engineering or equivalent
- 2 10 to 12 years

- Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
- Specialist Diploma in Construction Productivity
- Construction Safety Course for Project Managers (CSCPM)
- Advanced Certificate in Construction Productivity

- Mid to high level financial management and control
- Project and risk management
- Strategic planning
- Management consulting
- Review resources and utilisation control over various projects
- Overall in-charge of Project activities
- Assist and double up in the absence of Deputy Project Director and above

Deputy Senior Manager

- Diploma/Degree in Civil Engineering or equivalent
- 2 10 to 12 years

- Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
- Specialist Diploma in Construction Productivity
- Construction Safety Course for Project Managers (CSCPM)
- Advanced Certificate in Construction Productivity

- Mid to high level financial management and control
- Project and risk management
- Strategic planning
- Management consulting
- · Review resources and utilisation control over various projects
- Overall in-charge of Project activities
- Assist and double up in the absence of Senior Manager and above

Senior Project Manager

- Diploma/Degree in Civil Engineering or equivalent
- 2 10 to 12 years

- Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
- Specialist Diploma in Construction Productivity
- Construction Safety Course for Project Managers (CSCPM)
- Advanced Certificate in Construction Productivity

- Mid to high level financial management and control
- Project and risk management
- Strategic planning
- Management consulting
- · Review resources and utilisation control over various projects
- May oversee more than one project at the same time
- Assist and double up in the absence of Deputy Senior Manager and above

Project Manager

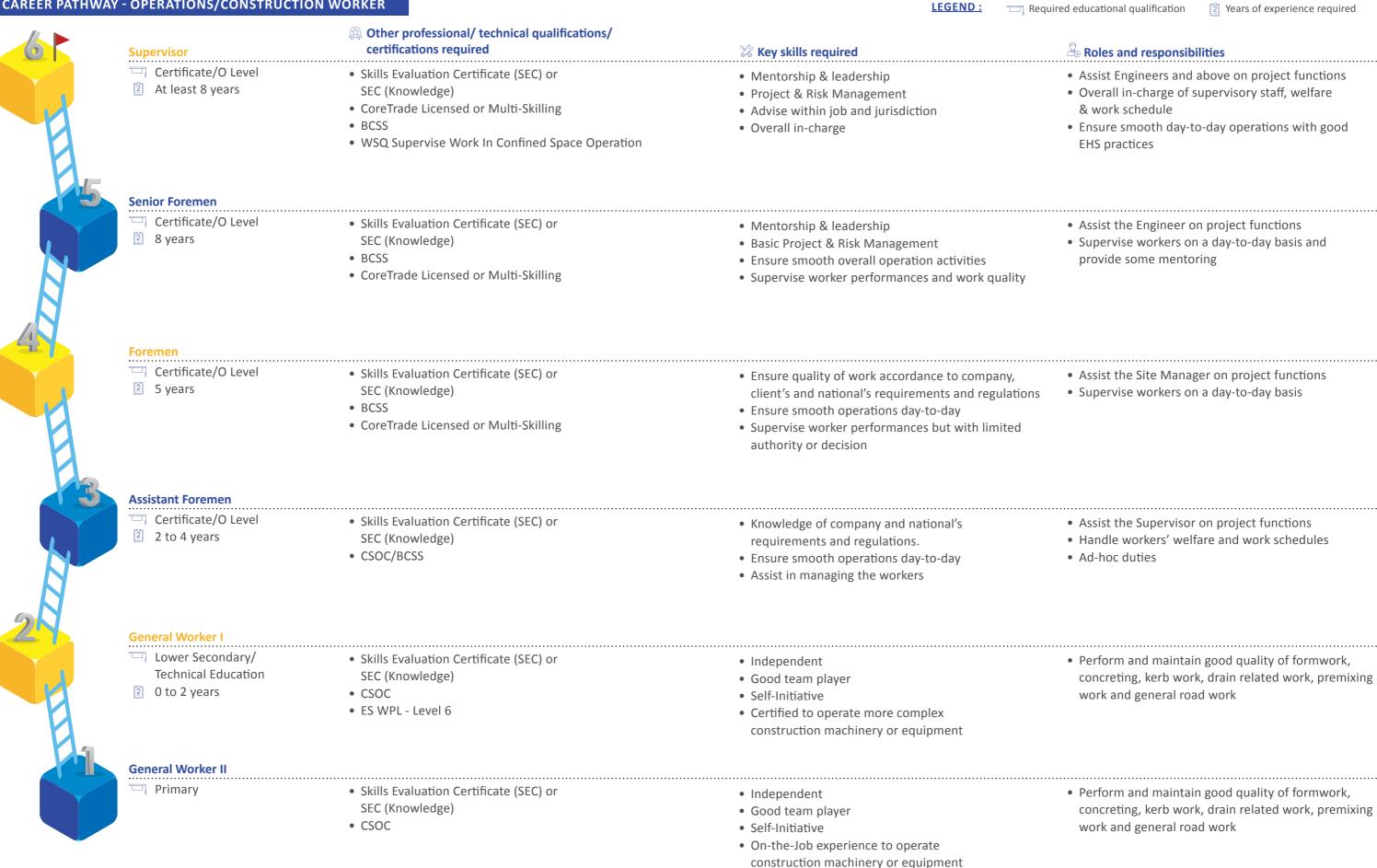
- Diploma/Degree in Civil Engineering or equivalent
- 2 8 to 10 years

- Any related certificate in the Civil/Structural Engineering discipline/Registered PE with PEB
- Certification course for Site Investigation Supervisors
- Construction Safety Course for Project Managers (CSCPM)
- Basic Concept in Construction Productivity Enhancement
- Behavioural Safety For The Construction Industry

- Project and risk management
- Strategic planning
- Management consulting
- Basic finance management and control
- Strong leadership and ability to advise senior management
- Decision maker within his scope and jurisdiction
- Responsible for resources and utilization control over various projects

- Overall in-charge of Project activities
- Assisting Senior Project Manager on reports
- Assist in tendering submission
- To assist and double up in the absence of Senior Project Manager and above

CAREER PATHWAY - OPERATIONS/CONSTRUCTION WORKER



HOW THE FIRM/ EMPLOYEES BENEFITED FROM THESE HR PRACTICES







PROFESSIONALS FOR A PROGRESSIVE AND PRODUCTIVE BE SECTOR

Samwoh overcomes some of the HR challenges faced by BE sector's unattractive employment status by deploying sustainable leading HR practices. The firm needs to change the perception of the four "Ds" in construction and engineering industries into the 3 "P". The firm wants its employees to drive this culture and employee branding throughout the whole organisation: that the firm is operated and managed by a team of **Professionals** for a **Progressive** and Productive BE sector that is proud of and comfortable with engaging BE as a long term career. Employees are recognised and rewarded for their efforts and contributions and are given the autonomy to make wise and calculated decisions.

"Samwoh embraces sustainability because we understand we're not just building infrastructure, but also building the future. Sustainable development is necessary, both for today and for generations to come" Mr. Eric Soh, CEO Samwoh Corporation.





7.7 SCB GROUP

FAST FACTS



AN INTEGRATED BUILDING **CONSTRUCTION FIRM**





INTRODUCTION

SCB Group, formerly known as Jian Huang Group, has built an impressive track record of excellent performance, reliable and timely deliveries of high quality products and services for all its clients. Other than constructions being the prime business focus, SCB has other specialities including design and build, rental and sales of construction equipment/ materials, environmental solution, project management and property development.

CHALLENGES

The firm did not have a comprehensive performance management system in place, as such, some employees who have demonstrated outstanding work performance may not have received due recognition for their work in the form of a higher bonus payout and/ or salary increment. Instead, they share the same bonus with other employees. This had an impact on the firm's ability to retain the high performers.

There was also no systematic/ periodic capturing and updating of the skills and competencies information. This posed a challenge to the firm as they are not equipped with the necessary information to perform proper job allocation, best suited to the individual's strengths.

Sharpening employees' skills is the key to maintaining a high standard of productivity in the workplace. With a lack of proper training programmes in place, the firm experienced challenges in fulfilling work requirements.

PERFORMANCE MANAGEMENT AND **TRAINING**

Performance measurement



At the beginning of the year, the firm sets specific targets for each department. The generic targets and the firm's targets will then be communicated to employees to make sure that their targets are in line with the firm's targets. There is a mid-year review for those at the managerial level to check on their performance, as well as to facilitate salary increment decisions. At the end of the year, performance is evaluated to facilitate the assignment of bonus to employees. For both the mid-year review and year-end review, after the managers have completed the review on paper, the HR team will then perform an analysis and add in other information. The overall ratings will then be passed to the Head of Department, who will then meet the employees individually to share with them the results and possible areas of improvement. After the communication, both employees and managers will sign on the performance appraisal as an acknowledgement. When employees are not satisfied with their performance ratings, they can appeal to HR to have their performance reviewed.

Training

Employees are encouraged to initiate trainings to upgrade their skills as part of their own development. The training costs will be paid for by the firm upon completion of the course as long as it is relevant to their job role.

Recognising the importance of training and the positive impact it has on employees, the firm has engaged an external party to conduct compulsory in-house trainings after work hours. For example, a lawyer was engaged to impart knowledge on contracts to the Contract department. Each training session lasts for two hours to ensure employees have a thorough understanding of the subject. The firm also organises English lessons for employees who are not fluent in the language.

SCB sees the importance in performing training evaluations as this is one of the ways to measure the effectiveness of the training and the returns on investment. The training evaluation form gathers employees' feedback on what they want to achieve after the training, and what they have learnt. Supervisors also assess employees' skills before and after the training to spot differences.

REWARDS AND COMPENSATION

Compensation

The annual bonus and salary increment exercise takes into account the firm's performance and the individual's performance. At present, SCB adopts a 3% to 5% market salary increment. The percentage also depends on employees' salary quartiles as well as the length of service. To ensure internal equity, SCB is introducing a salary ceiling for each position.

Benefits

Other than the benefits required by MOM, the firm implements several HR practices to improve employees' wellbeing. For example, to ensure employees' health is well taken care of, SCB has medical insurance for all employees and offers free health screening for executive employees. The firm also has an employee lounge room and gym available.

COMMUNICATION

Communication channels have been established by the firm to ensure communication breakdowns do not occur or are minimised. On a daily basis, employees communicate with each other through emails or memos. For executive employees, short meetings are organised on an ad-hoc basis to ensure everyone on the project is coordinated.

Furthermore, SCB has an employee handbook (pocket size), which employees can easily access anytime. The employee handbook, which is issued to new hires during the induction programme, is updated on a yearly basis so that it remains relevant. To ensure every new hire understands the firm's policies and practices, HR will walk through the handbook with the new hire to clarify any questions he/she may have. In addition, to engage employees better, the firm organises informal chit-chat sessions with different employees regularly to understand their expectations of the firm and gather their feedback on firm policies and practices.

Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in the firm.

CAREER PATHWAY - CIVIL & STRUCTURAL ENGINEER

LEGEND: Required educational qualification Years of experience required Other professional/ technical qualifications/ certifications required **Key skills required** Roles and responsibilities **Project Director** Bachelor's Degree in Civil • Chartered Engineer • To oversee all project planning and control functions, • Conceptual thinking skills & Structural Engineering construction sequence and methodology, safety and 2 16 years quality control **Senior Project Manager** Bachelor's Degree in Civil • Chartered Engineer Overall responsible for effective project • In-depth knowledge & Structural Engineering implementation, efficient use of resources till 2 12 years successful completion within contractual schedule and budgeted cost **Project Manager** Bachelor's Degree in Civil Registered professional engineer in the civil • Plan, co-ordinate and pre-empt problems at site Ability to communicate with people at all levels & Structural Engineering or structural engineering discipline by and to ensure smooth progress and in schedule on goals, responsibility, performance, expectations 2 8 years the Building Control Act of construction work and feedback Good project leadership **Assistant Project Manager** Bachelor's Degree in Civil • Chartered Engineer • Leadership and decision making • Lead entire team for project execution ensuring & Structural Engineering within allocated timeframe, quality & cost 7 years Bachelor's Degree in Civil • Chartered Engineer • Ability to think methodically, to design, plan and • Plan master schedule & Structural Engineering Manpower allocation manage projects, maintain an overview of projects 2 5 years while continuing to attend to detailed technicalities **Executive Engineer** Diploma in Civil & NIL • Commercial awareness – an understanding of Plan and manage the civil and structural Structural Engineering projects assigned how actions can affect the profitability of a project 2 years · Liaise with architects, clients, consultants and other • Team work parties involved for the design of Structural and Technical skills civil engineering works

CAREER PATHWAY - MECHANICAL & ELECTRICAL ENGINEER



HOW THE FIRM/EMPLOYEES BENEFITED FROM THESE HR PRACTICES

With an improved rewards system in place, the firm has a higher chance of retaining good employees. In addition, with improved communication, messages will be delivered to every department effectively and timely, minimisimg miscommunication.



7.8 STRAITS **CONSTRUCTION** SINGAPORE PTE LTD

FAST FACTS



A CONTRACTOR FIRM



SINCE 1969



ASA 806 PEOPLE IN SINGAPORE

INTRODUCTION

At Straits Construction, they take pride in creating long-term relationships with their business partners, employees and community.

Thanks to the dedicated partners, employees, and customers, Straits Construction is a sector leader and an award-winning building construction firm. But a firm does not succeed by resting on its laurels; Straits Construction is constantly refining their capabilities and processes to ensure that the firm remains relevant with the changing times.

CHALLENGES

In the past, the firm faced challenges in hiring competent talents, especially engineers who had shunned the BE sector. There was no proper salary structure and grading system in place to develop the career path of all job families. HR was viewed as a cost centre and not a strategic business partner that is involved in the firm's success.

RECRUITMENT AND ON-BOARDING



The firm embarked on a transformational journey, developing various initiatives, to strengthen the firm's position in the market with a goal to become an employer of choice. One such initiative was the development of a strong and sustainable Employee Value Proposition (EVP); the unique set of benefits which an employee will receive in return for the skills, capabilities and experience they bring to the firm.

The firm identifies crucial positions to prevent dilution of skills and a reversal of core capabilities. An inhouse Personnel Consulting (PC) team conducts market benchmarking for reliable and valid intel regarding remuneration and other pull factors in their existing organisation.

To solve the shortage of right-fit talents, the Passive Recruitment Thrust was developed to attract and engage talents. The firm leverages on social media as a talent acquisition tool to target talents with proven track records.

The firm is a sponsor of the BCA scholarship and participates in campus recruitment activities at PE Board-recognised tertiary institutions. Straits Construction has a Management Trainee Scheme, encompassing structured training programmes, where individuals may also receive mentoring and coaching to groom them into future leaders of the firm. This programme, which was started in 2009, focuses on hiring fresh graduates who will undergo a structured career development plan.

PERFORMANCE MANAGEMENT AND TRAINING

Career pathway



Straits Construction developed a structured job grading system with competitive salary ranges. The firm participated in the Enterprise Training Support (ETS) scheme launched by Workforce Singapore (WSG) and administered by the Institute of Adult Learning (IAL). The firm reviews the job description of all job families to validate competencies, and develops structured career development path for internal equity. This way, the firm is able to identify competency gaps and develop a structured and systematic Training Needs Analysis (TNA).

The firm's facility at Tuas South - TOOLBOX, a place dedicated to enhancing productivity - will help them develop more efficient and sustainable building solutions. Currently, it is looking to develop into an institute for adult learning to align itself with the government's direction to transform the built environment sector.

Performance management

The firm has a well-defined performance management system to track and manage the performance of employees. Communication sessions are carried out with Managers and above, on the strategic and financial objectives of appraisal. When the firm wants to promote any employee, they will go through a panel interview. The firm uses a 3 x 3 Performance and Potential matrix to identify ready talents, precursor to the talent management thrust.

REWARDS AND COMPENSATION

The firm promotes employees based on their performance appraisal, taking into consideration their competencies. There is an in-house team that conducts benchmarking exercise to ensure remuneration packages remain competitive in the market. The firm has also developed a flexible benefit scheme to address the needs of different employees.

WELLNESS AND SUPPORT SCHEMES

Straits Construction provides a platform for employees to organise and par take in corporate events such as Family Day and Carnival Day. Furthermore, to imbue a sense of social responsibility within the firm, Straits Construction made a decision to adopt Club Rainbow in 2011. Being a firm believer in social wellness, the firm renovated Club Rainbow's premises in 2015, providing a conducive environment for their staff and their beneficiaries.

Career pathway

Tabled in the following pages are the detailed career pathway requirements for selected positions in the firm.

CAREER PATHWAY - PROJECT ENGINEER

[2] Years of experience required

1	Senior Manager (Projects)	Other professional/ technical qualifications/ certifications required	🔀 Key skills required	Roles and responsibilities
E	Degree in Civil Engineering (recognised by PE Board) >12 years	 Construction Safety Course for Project Managers, Specialist Diploma Course in Construction fields, conducted by BCA 	 Management of all building construction projects Various stakeholders relationship management 	 Provide overall leadership to manage project activities to ensure technical and financial goals are achieved. Support the corporate goals to achieve the high standards of safety, productivity and quality
6	Project Manager			
	Degree in Civil Engineering (recognised by PE Board) >8 years	 Construction Safety Course for Project Managers, Specialist Diploma Course in Construction fields, conducted by BCA 	 Management of all building construction projects Various stakeholders relationship management 	 Provide overall leadership to manage project activities to ensure technical and financial goals are achieved
	Assistant Project Manager			
	Degree in Civil Engineering (recognised by PE Board) 3 >6 years	Building Construction Supervisors Safety Course-BCSS, Microsoft Project, CONQUAS, Construction Safety Course for Project Managers	 Project cost control Monitor and advance planning Mentoring 	 Provide leadership to manage construction project and ensure that the project's objectives are achieved, implements and provides directions in construction planning and coordination, liaison with clients, authorities, consultants, suppliers, sub-contractors and the public
4	Senior Project Engineer			
	Degree in Civil Engineering (recognised by PE Board) >5 years	 Building Construction Supervisors Safety Course-BCSS, Microsoft Project, CONQUAS, Construction Safety Course for Project Managers 	 Monitoring and coordination of Supervisor/Foremen Technical and engineering problem solving Planning, programming and monitoring of construction works progress Client relationship management 	 Assist in planning, scheduling and monitoring of the construction works progress Co-ordinate, liaise and monitor the works of Supervisor/Foremen and the inspection of works by Resident Engineer and/or Clerk-Of-Works. Assist the Project Manager in the implementation of
	Project Engineer Degree in Civil Engineering	Building Construction Supervisors Safety		the Company's quality and WSH system on site
	(recognised by PE Board) 1 0 to 4 years 2 Site Engineer	Course-BCSS, Microsoft Project, CONQUAS, Construction Safety Course for Project Managers	 Monitoring and coordination of Supervisor/Foremen Technical and engineering problem solving Planning, programming and monitoring of construction works progress Client relationship management 	 Assist in planning, scheduling and monitoring of the construction works progress Co-ordinate, liaise and monitor the works of Supervisor/Foremen and the inspection of works by Resident Engineer and/or Clerk-Of-Works. Assist the Project Manager in the implementation of the Company's quality and WSH system on site
	Degree in Civil Engineering	Building Construction Supervisors Safety	Monitoring and coordination of Supervisor/Foremen	Assist in planning, scheduling and monitoring of the
	(recognised by PE Board) 3 years Assistant Project Engineer	Course-BCSS, Microsoft Project, CONQUAS	 Technical and engineering problem solving Planning, programming and monitoring of construction works progress Client relationship management 	 construction works progress Co-ordinate, liaise and monitor the works of Supervisor/Foremen and the inspection of works by Resident Engineer and/or Clerk-Of-Works. Assist the Project Manager in the implementation of the Company's quality and WSH system on site
	Diploma in Civil Engineering O to 2 years	Building Construction Supervisors Safety Course-BCSS, Microsoft Project, CONQUAS	 Project planning and coordination Problem solving Client relationship management 	 Assist in planning, scheduling and monitoring of the construction works progress Co-ordinate, liaise and monitor the works of Supervisor/Foremen and the inspection of works by Resident Engineer and/or Clerk-Of-Works. Assist the Project Manager in the implementation of the Company's quality and WSH system on site

HOW THE FIRM/ EMPLOYEES BENEFITED FROM THESE HR PRACTICES

Retention rate has improved over the past six years; employees are more enlivened, engaged and motivated to achieve the firm's mission and uphold its core values.

Communication between senior management and employees has also improved through fortnightly Huddle sessions so much so that HR is able to provide a systemic and structured approach to address any human capital issues in a sustainable manner.







7.9 TEAMBUILD **ENGINEERING & CONSTRUCTION** PTE LTD

FAST FACTS



A CONTRACTOR FIRM



SINCE 1992



INTRODUCTION

Teambuild has successfully completed a wide range of construction projects of new construction and upgrading of existing buildings such as public housing, private condominiums, and schools as well as institutional and commercial projects. Teambuild has a team of in-house specialists to provide comprehensive one-stop solutions while leveraging the use of advanced gamechanging construction technologies such as **Precast/ Prefabrication Volumetric Construction** (PPVC), and Crossed Laminated Timber (CLT) to greatly increase productivity and reduce construction time.

One of the ways it contributes to its mature HR practices, is through the investment of time and resources by its senior management to improve the firm's HR practices. HR is deemed as an important, strategic business function to attract, develop and retain the right talents for the firm, so as to future-proof the company's business.

CHALLENGES

Similar to other contractor firms, Teambuild faces challenges in attracting fresh graduates and tended to address HR issues in a silo manner. The management recognised that there was a need to put in place more structures in order to grow the firm and the people. A holistic HR framework and roadmap was developed in 2012 to serve as a blueprint to guide the firm in building up a strong HR foundation progressively over the years.

RECRUITMENT AND ON-BOARDING

Recruitment channels



Teambuild strongly believes that their corporate culture plays a vital role in attracting and retaining talents.

The firm leverages on internal employee referrals to hire quality employees. They take proactive measures to build their corporate image by establishing their presence in career fairs and talks, winning trade awards, public relations, and offering scholarships in partnership with BCA. With a stronger sector presence, the firm is able to attract and choose the best talents from the limited talent pool.

Selection process

The selection process involves conducting behavioural interviews to assess and understand if the candidate has the necessary skills and competencies to perform the job. All hiring officers are trained to conduct interviews together with HR and a post-interview assessment form is to be submitted after the interview. To expedite a new hire's learning and integration into the firm's system and culture, they will undergo an orientation programme and be assigned a buddy during the probation period.

PERFORMANCE MANAGEMENT AND TRAINING

Performance management

Teambuild believes that a structured Performance Management System (PMS) allows each and every employee to calibrate their performance towards achieving goals. Clarity of expectations and niche of contribution result in improved employee engagement and increased productivity.

HR communicates to all employees the performance management process as well as the timeline through an email blast. This helps ensure employees are kept well-informed on the process and may be better prepared for any performance management meeting with their manager. HR also plays an advisory role in guiding managers to handle performance conversations appropriately.

Goal setting



The goal setting process begins with the setting of corporate KPIs which are then cascaded down to the departments and individual employees. Employees develop their KPIs and its weightages together with their manager and discuss the priorities for the year.

Mid-year review

As part of the mid-year review process, managers will review the performance of their staffs and make recommendations on areas that require further improvements. Formal ratings, which will have an impact on salary increment, will also be given at this stage.

Year-end review

During the year-end review meeting, managers will review their staffs' goals which were set at the beginning of the year and their achievements for the year. Training and development plans are also being discussed for continuous improvement in the future. Employees who do not meet the expected performance standard will be supported via a Performance Improvement Plan (PIP).

During the appraisal process, managers will give the ratings and a counter-sign off by the next level of authority will be necessary for moderation and to ensure fairness. The managers are trained on how to use the PMS and in giving constructive feedback.

Training

Teambuild has developed a set of core and functional competencies for each job family. These competencies integrate all the other HR strategic pillars and are translated into interviewing questions (Recruitment & Selection), training needs analysis (Training & Development), career planning (Career Management), and Talent Management.

Training plan



There is a structured and comprehensive training plan, which covers technical training (more than 30 different types of programmes) and soft skills training (more than 25 different types of programmes). These training programmes are built upon the competency framework and rolled out under the name "Teambuild Academy".

Training Management System (TMS)

To ease the administrative workload of the HR team, the firm has engaged an IT vendor to customise a Training Management System (TMS). This would also then allow HR and employees to better track their training activities during the course of the year.

Career Mentorship Programme (CMP)

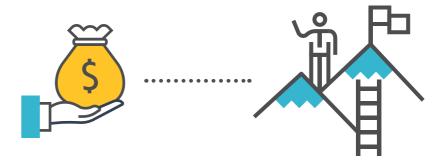




The firm has a Career Mentorship Programme (CMP) to groom fresh graduates who will ultimately become full fledge Project Managers under this 6-year program. During the programme, new engineers will be guided by a mentor and complete a series of in-house training programmes to strengthen their technical skills and soft skills.

REWARDS AND COMPENSATION

Pay and performance



Bonus is linked to the performance of the individual as well as the firm. This motivation to perform well in their work differentiates high performers from average ones. High potential employees will be on an accelerated career path where their progression is closely monitored. Priority is also given to these high performers when it comes to development and they receive priority in development.

Salary benchmarking

Teambuild engages an external consultant to conduct a salary benchmarking exercise every year to ensure compensation packages remain competitive in the sector. Internal benchmarks, using a tool developed by the external HR consultant, are also conducted to ensure equity across job grades and positions.

HOW THE FIRM/ EMPLOYEES BENEFITED FROM THESE HR PRACTICES

Results from recent employee surveys show that employees are very engaged in their work. They take pride in being employees of the firm and trust the senior leadership team. Teambuild continues to uphold the good retention rate, and through focus groups and various HR initiatives, feedback from the ground has shown that the firm is on the right track.



7.10 TIONG SENG **CONTRACTORS** PTE LTD

FAST FACTS



A CONTRACTOR FIRM



SINCE 1959



A A 1711 PEOPLE IN SINGAPORE

INTRODUCTION

Tiong Seng Contractors is the first construction builder in Singapore to be awarded the prestigious Singapore Quality Award ("SQA"), which is conferred to organisations in recognition of their success in the pursuit of business excellence. The company is also the first contractor to be awarded the inaugural Built Environment Leadership Award by BCA in 2009 in recognition of its consistent excellence and leadership in shaping the built environment in Singapore.

CHALLENGES

Faced with a limited talent pool, the firm found itself having a lack of potential leaders workers among the workers to move up to the next level in the past.

RECRUITMENT AND ON-BOARDING



WORKER LEADER GROWING PROGRAMME

The firm has implemented the Worker Leader Grooming Programme (WLGP). Through this programme, Worker Leaders are trained and coached by those of Supervisory ranks and above, that will better prepare them for the next level (i.e. Assistant Supervisor). With this programme, the firm has seen a widened pool of talent that is ready to take on leadership positions when a business need arises.

Worker Leaders are typically identified and promoted from within the firm. This helps minimise loss of productivity since the individual would have a good understanding of the organisation and its policies, and would require relatively less time to get up to speed as compared to a new hire. Promoting from within also creates a culture of growth and demonstrates to other workers there are opportunities and career paths inside the firm. This will motivate them to work harder.

Apart from promoting from within, the firm also relies on referrals by employees to fill job vacancies at the Worker Leader level. This helps shorten the entire recruitment and selection process as the employee would have already pre-screened the candidate for skills and fit with the company culture long before they get to the interview process.

PERFORMANCE MANAGEMENT AND TRAINING

Performance management

Worker leaders are tasked to take on a broader job scope so they are better equipped to perform the role at the next level when they are promoted. This helps ensure that individuals who are promoted to supervisory positions have a well-rounded knowledge of the company and the job.

Worker leaders are assessed according to their ability to perform the role. These assessments, which are conducted by Managers, are held on a yearly basis. Trainings are provided to ensure that workers' skills and knowledge remain relevant. This would also help maintain a high level of productivity and excellence in their work processes.

Training and development



Training and development programmes are developed not with the sole objective of meeting statutory requirements. It is implemented with a view of developing employees' knowledge and technical knowhow in the construction space. This helps increase productivity and reduces abortive work.

Such trainings may take place in the form of classroom learning and on-the-job training. Creative learning programmes in the form of contests and competitions are also rolled out.

Career pathway

With a well-defined career path in place, Tiong Seng Contractors seeks to empower employees and provide logical steps to those who wish to pursue advancement. The career path helps employees understand that there are opportunities for growth within the firm and this in turn, helps the firm to retain skilled workers.

Workers who are considered for promotion to the Worker Leader level are assessed against a set of criteria including leadership skills, organisation skills and interpersonal skills.

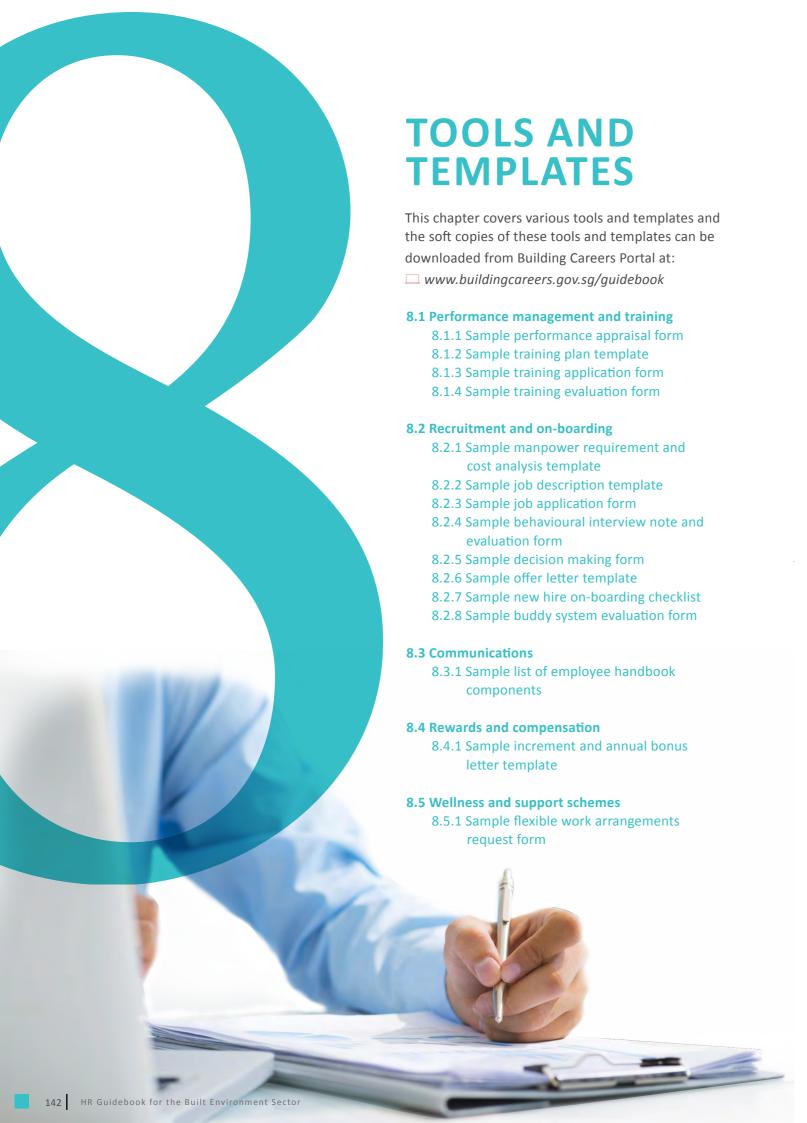
Worker Leaders are also provided adequate training relating to technical and safety knowledge, as well as language training so as to better prepare them for bigger roles and responsibilities as they progress up the career ladder.

Tabled in the following pages are the detailed career pathway requirements for selected positions in the firm.

CAREER PATHWAY - CONSTRUCTION WORKER LEGEND: Required educational qualification Years of experience required Other professional/ technical qualifications/ certifications required **Key skills required** Roles and responsibilities No specific educational • WAH Supervisor and other safety related courses • To handle external parties at the site · Leadership skills, Organisation skills, requirements if they are Communications skills and other specific skills promoted from worker level based on their trade 2 >10 years **Assistant Supervisor** 2 10 years • WAH Supervisor, In-house safety courses and To assist the Supervisor to handle external parties · Leadership skills, Organisation skills, other safety related courses based on their trade Communications skills and other specific skills at the site based on their trade **Worker Leader II** 2 8 years WAH Supervisor, In-house safety courses, To handle groups of workers and handle external Leadership skills, Organisation skills, some basic safety related courses Communications skills and other specific skills parties at their area of works based on their trade **Worker Leader I** 2 6 years WAH Supervisor, In-house safety courses, To handle group of workers · Leadership skills, Organisation skills, some basic safety related courses Communications skills and other specific skills based on their trade 2 4 years WAH Worker, CSOC • No specific skills required as they are the • Doing general works such as housekeeping & other non-skill tasks general workers

HOW THE FIRM/ EMPLOYEES BENEFITED FROM THESE HR PRACTICES

The firm believes that the key to success lies in its people. By implementing good and sustainable HR practices, the firm has seen improvements in employee productivity and engagement. The firm is also better equipped to tackle challenges, whilst ensuring that disruptions to daily operations are minimised.



8.1 TOOLS AND TEMPLATES

8.1.1 SAMPLE PERFORMANCE APPRAISAL FORM

Performance appraisal form

Name: .		
Position: .		
Division/ department: .		
Period of assessment: .		
Manager/ supervisor:		

Firm name: _

Instructions page

Introduction

The Performance Appraisal is an annual exercise carried out to assess employees work performance within [Firm name]. There are three sections in this Performance Appraisal Form:

KPIs/Goals and competencies:

- 1. Key performance indicators (KPIs)/Goals and competencies to be set jointly between the supervisor and the employee at the start of the assessment period.
- 2. Each employee should have around [3-6] KPIs/Goals and competencies.
- 3. Supervisor and employee must keep a mutually-signed copy of KPIs/Goals for performance monitoring.

Mid-year review:

- 1. Retrieve the employee's KPIs/Goals and fill in the "Mid-Year" Comments box.
- 2. Ratings are not needed to be given at this point.

Final performance review:

- 1. Employee to self-assess his/her own performance against the KPIs/Goals set at the beginning of the performance cycle, before having the performance discussion with his/her supervisor.
- 2. Supervisor to input the final rating and final comments for employee, based on the performance discussion.

Points to note:

Only the "Rating (Supervisor)" will be used towards the final performance grade.

USE THE FOLLOWING RATING SCALE TO DETERMINE PERFORMANCE (BOTH SECTION 1 AND 2)

Rating	Overall rating scale	Definition (What does it mean)
5	Consistently exceeds expectations	Performance exceeds expectations substantially. High Achiever. Demonstrates a high level of maturity and competency for the current role. Consistent and exceptional accomplisher whose work is easily recognised by others.
4	Exceeds expectations	Performance exceeds expectations. Shows initiates and/or volunteers. Performs the task and/or functions at a very high quality level with minimum supervision and/or direction. Achievements are well beyond those expected at this employee job level.
3	Meets expectations	Performance meets expectations on a consistent basis. Performs the task and/or functions consistently in a timely manner. Strong competency for the role.
2	Partially meets expectations	Performance partially meets expectations. Improvement is necessary. Can develop to fulfil role requirements, but needs constant monitoring and assessment.
1	Did not meet expectations	Performance below minimal acceptable standards; Immediate improvement required. Note: Preferable prior warning /disciplinary action should have been taken. Needs major improvement.

PERFORMANCE SCORE WEIGHTAGE REFERENCE

	Section 1	Section 2
Performance measurement	Key performance indicator (KPIs/Goals)	Competencies
Weightage	[50%]	[50%]

SECTION 1: KPIs/ GOALS

Rating scale

- 1 = Did not meet expectations, 2 = Slightly below expectations, 3 = Meets expectations, 4 = Exceeds expectations,
- 5 = Exceeds expectations consistently

S/N	Key performance indicator (KPIs/ Goals)	Key measures	Weightage	Assessment (Self)				Year-end rating (Self)		ssment ervisor)	Year-end rating (Supervisor)
1				Mid-year review			Mid-year review				
1				Year-end review			Year-end review				
2				Mid-year review			Mid-year review				
2				Year-end review			Year-end review				
2				Mid-year review			Mid-year review				
3				Year-end review			Year-end review				

KPIs/ Goals weighted score [50%]	
Overall performance rating	
Overall performance rating scale	

SECTION 2: COMPETENCIES

Rating scale:

1 = Did not meet expectations, 2 = Slightly below expectations, 3 = Meets expectations, 4 = Exceeds expectations,

5 = Exceeds expectations consistently

S/N	Competencies	Weightage	Assessment (Self)		Year-end rating (Self)	Assessment (Supervisor)		Year-end review (Supervisor)
1			Mid-year review			Mid-year review		
Т			Year-end review			Year-end review		
2			Mid-year review			Mid-year review		
2			Year-end review			Year-end review		
2			Mid-year review			Mid-year review		
3			Year-end review			Year-end review		

Competencies weighted score [50%]	
KPIs/Goals weighted score [50%]	
Overall performance rating	
Overall performance rating scale	

SECTION 3: DEVELOPMENT

What are your developmental/career aspirations in [Firm name] for the next 1-2 years?

Input by	Career aspirations	Action plan to achieve
Self		
Supervisor		
Name (Employee)	Name (Supervisor)	Name (Supervisor's supervisor)
Signature	Signature	Signature
Date	Date	Date
	Overall comments	

8.1.2 SAMPLE TRAINING PLAN TEMPLATE

Training plan for FY [Year]								
Training name	Training provider	Programme objectives	Identified participant(s)	Department	Training date(s)	Training hours	Training budget	

8.1.3 SAMPLE TRAINING APPLICATION FORM

Training application form						
Employee details						
Name:	Employee number:					
Department:	Job title:					
Training/ course details						
Training/ course title:						
Organiser:						
Date of training/ course: From:	То:					
Total learning hours:						
Training/course fees:						
GST:						
Total training/ course fees:						
Note: Please attach a copy of the train	ning/ course details if applicable					
State the training/course learning obje	ctives to support your application					
Indicate how the training/ course is rel	evant to your current and future roles and responsibilities					
Name (Employee)	Name (Supervisor)					
Signature	Signature					
Date						

8.1.4 SAMPLE TRAINING EVALUATION FORM

Employee name:

Department:

Job title: Manager name: 1 – Strong disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree About the training 2 3 5 1. The training is relevant to my job. 2. I can apply what I learnt to my job. 2 3 5 5 1 3 4 3. The information presented is clear. 5 4. The training met my objectives and expectations. 2 3 5. The length of the training session is just right. 3 2 6. The venue of the training session is conducive. 3 About the trainer(s) 1. The trainer(s) is/are able to deliver the knowledge systematically. 5 2. The trainer(s) is/are knowledgeable regarding the subjects presented. 3. The trainer(s) is/are able to engage the audience. 2 5 4. The trainer(s) is/are able to give real life examples. 2 5 1 3 4 About yourself 1. With sufficient practice, I am confident that I can make use of the learning 2 3 information received in achieving my developmental goals. 2. I will recommend this training programme to my colleagues. 3 How do I make use of the learning information received in achieving my developmental goals?

Training evaluation form

What assistance do I require from my superviso	or to apply what I have learnt to achieve my goals?
To be filled by the supervisor	
What improvement has my employee made after	er the training?
Would I recommend other colleagues to attend	this training?
Name (Employee)	Name (Supervisor)
Signature	Signature
	
Date	Date

8.2 RECRUITMENT AND ON-BOARDING

8.2.1 SAMPLE MANPOWER REQUIREMENT AND COST ANALYSIS TEMPLATE

Manpower requirement								
		N						
Department	Job title	Expected Current (a) (b)		Expected loss (c)	Gap/Surplus $x = (a - b) + c$			

	Current manpower cost analysis									
				Expense	Employee cost					
Department	Job title	Head count (a)	Total salary (b)	Total benefits (c)	Other (d)	Total (e = b + c + d)	Average (f = e/a)			

	Future manpower cost analysis						
		Employ	ee cost		Estimated		
Department	Job title	Estimated % increase for the following year (g)	Estimated average (per employee) [h = f * (1 + g)]	Estimated manpower required (x)	total manpower cost (y = x * h)		

8.2.2 SAMPLE JOB DESCRIPTION TEMPLATE

		Jo	b description	
Job specifics				
Job title:				
Job grade:				
Department:				
Reporting structure:				
Job summary (General	nature/ object	ives of job)		
Key responsibilities an	d activities			
Behaviours needed to	succeed			
Personal competencies	s:		Technical competencies:	
Requirements				
Education:		Experience:		Skills & knowledge:
Last updated date: dd/	/mm/yyyy		Signed	by:

8.2.3 SAMPLE JOB APPLICATION FORM

 Important (Please read): All sections should be completed and ticked "V" appropriately unless otherwise stated. 					
For items which are not applicable, please state "N.A.".					
• If there is insufficient space	• If there is insufficient space, please attach a separate sheet of paper.				
	• Attach a copy of your updated resume and NRIC. You may wish to attach other documents				
which will support your a					
Please return the complete	ted form to : [Com	pany name	e and address]		
Position and department ap	plied:				
Expected monthly salary:		Notice pe	riod:	Application date:	
Current/ Last drawn monthl	y salary :				
Personal information					
Full legal name (please unde	erline surname):				
Residential address :		Home tel	:		
		Office tel:			
Postal code:		Mobile no :			
		E-mail address :			
NRIC no :		Passport	no:		
Singapore permanent reside	ent:	Do you ha	ave a driving license?		
☐ Yes ☐ No		☐ Yes ☐ No			
Date granted status:		Driving license class:			
Family particulars					
Name	Relationship		Occupation	Employer	
Address:	1				
Address:	l		l		
Address:					
Audi Ess.					

Job application form

Emergency contact person

Name	Relationship	Occupation	Employer

Address:

National service (if applicable)

Tradional service (ii ap	pireabie			
Date of enlistment	Operationally-ready date	Rank	Organisation: SAF/SPF/SCDF	PES grading
If you have been exempted, please state reason:				

Language proficiency

Language/ dialect	Proficiency (beginner, intermediate, advanced)
	Spoken:
	Written:
	Spoken:
	Written:
	Spoken:
	Written:

Educational/ Technical qualifications

		Duration	of course	Highest academic	
School attended	Country	From (DDMMYY)	To (DDMMYY)	qualifications attained	

Professional membership

Name of association/ awarding body	Member since (MM/YYYY)	Membership status

Previous & present employment (In chronological order)

From (DDMMYY)	To (DDMMYY)	Company name & address	Designation	Nature of job	Reason for leaving	Last drawn salary

References (Please include at least one previous employer, where applicable and exclude relatives)

	ree 1	Referee 2		
Kere	100 1	Referee 2		
Name	Tel no.	Name	Tel no.	
Address	E-mail address	Address	E-mail address	
Designation/ company	Years known	Designation/ company	Years known	

By signing below at the end of this form, I hereby give consent to HR staff or personnel acting on behalf of [Firm name] to conduct reference and employment checks with the above referees at any time.

General information (Please circle where applicable)

Have you ever been prohibited from entering any country? If yes, please state the country and reason below. Have you suffered or are suffering from any medical conditions, disease, illness or physical disabilities? Yes No If yes, please provide details of diagnosis and treatment below. Have you previously applied for employment with us? If yes, please state position applied for, date of application and outcome below. Are you related to any of our staff members? If yes, please state name and relationship below. Have you been involved in any litigation matters? Or convicted in a court of law in any country? If yes, to any of the above, please provide details below. Have you ever been put in a situation of financial embarrassment (e.g. bankruptcy)? If yes, please provide details below. Has there been any Statutory Demand currently served on you or legal proceedings commenced against you? If yes, please provide details below. Please include any other information which you may consider relevant to the position applied for:	Constant (Constant Constant Co		
illness or physical disabilities? If yes, please provide details of diagnosis and treatment below. Have you previously applied for employment with us? If yes, please state position applied for, date of application and outcome below. Are you related to any of our staff members? If yes, please state name and relationship below. Have you been involved in any litigation matters? Or convicted in a court of law in any country? If yes, to any of the above, please provide details below. Have you ever been put in a situation of financial embarrassment (e.g. bankruptcy)? If yes, please provide details below. Has there been any Statutory Demand currently served on you or legal proceedings commenced against you? If yes, please provide details below.		Yes	No
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commenced against you? If yes, please provide details below.	If yes, please provide details below.	Yes	NO
		Yes	No
Please include any other information which you may consider relevant to the position applied for:	If yes, please provide details below.		
	Please include any other information which you may consider relevant to the position applie	d for:	

Declaration

By signing below, I declare that the information provided in this document is true and complete in all aspects. I understand that any misrepresentation or omission of information may be considered sufficient for withdrawal of an offer or subsequent dismissal from employment.

I also consent to grant medical practitioner(s) the right to release my medical reports and conditions to you which may be used with regards to my employment.

Signature of applicant:	Date:

8.2.4 SAMPLE BEHAVIOURAL INTERVIEW NOTE AND EVALUATION FORM

Behavioural interview note and evaluation form			
Name of the candidate:		Total Score: (1-3)	
Interviewer:		Department/BU:	
Check list			
☐ Review the candidate's application☐ Prepare this document (competend☐ Consider the allocated time of the Interview structure	cies required and be	•	s).
Opening: ~ 10 minutes. Questioning: ~ 30 minutes. Role/Company promoting: ~ 5 minutes Candidate question: ~ 5 minutes Closing: ~ 5 minutes.			
Beginning of the interview			
☐ Greet the candidate Give your name and position and explain your role & the type of clients you work with. ☐ Explain the interview purpose Explain the interview will be ~ 55 minutes. Explain that you will be taking notes during the interview and that there will be an opportunity			
to ask questions at the end.			
After the interview ☐ Give each question a rating of 1-3 (allocated at the end of this form. ☐ Provide the overall rating of 1-3 in the interview (add together the rat	the box at the top o	of this form – this shon and divide by 3)	
□ Hand your completed form to the I	HR for documentati	on.	
Example scoring guide:			
Weak (1)	Adequ	ate (2)	Strong (3)

COMPETENCY 1:			
Question 1:			
Indicative Behaviours:			
Situation:			
Task:			
rask.			
	Probing Question: What steps did you take?		
Action:			
	Probing Question: What was the outcome/result?		
Result			
Score			
	COMPETENCY 2:		
Question 1:			
Indicative Behaviours:			
Situation:			
Task:			
rask.			
	Probing Question: What steps did you take?		
Action:			
	Probing Question: What was the outcome/result?		
Result			
Score			

What questions do you have for me?

Note: If the candidate does not have any question, fill the time by talking about some of the benefits of working at your firm, the type of work they would be doing or give them additional information about the group you work in. You can share items such as client exposure, international exposure, learning & development (lifelong learning), performance feedback, mobility opportunities – domestic and international secondments.

Note questions asked:
Summary of interview. Your key observations:
Are there any unresolved issues which should be further explored?
Did the candidate communicate effectively? Yes/No (please circle)
Overall has the candidate demonstrated their values align with the firm's values? Yes/No
Overall has the candidate demonstrated motivation to work at the firm? Yes/No
Please give your candidate an overall rating of 1-3 in the box at the front of this form – this should be an average of all ratings (add together the rating for each question and divide by number of questions).

8.2.5 SAMPLE DECISION MAKING FORM

Weak (1)

Signature:

Date:

Decision making form

Use this worksheet to evaluate each candidate for a particular position. Enter a score for each of the key areas. By tallying the total scores and reviewing the interview notes, you can start identifying which candidate is the right person for the job.

Job title:							
Key area ratings: (1 − 3)							
N	Candidate Name	Comp 1	Comp 2	Comp 3	Experience	Behaviour/ Values	Professionalism
1		Notes:					
2		Notes:					
3		Notes:					
4		Notes:					
5		Notes:					
Scoring Guide							

Assessed by	
Name:	
Position:	

Adequate (2)

Strong (3)

8.2.6 SAMPLE OFFER LETTER TEMPLATE

Offer letter
Private and Confidential
Dear [Insert Name]
We are pleased to offer you employment with [Firm name] as a [Position title]. You will commence employment on [Date] with a monthly base salary of $[$xx]$.
If you are agreeable please sign this offer letter, scan it and send it back to us. If you have any questions regarding this offer of employment, kindly reach out to me via [email address].
Yours faithfully,
[Name]
[Position]
Acceptance of offer of employment
I hereby accept the offer of employment as set out in this letter
Name (as in NRIC/Passport):
Signature:
Date:

8.2.7 SAMPLE NEW HIRE ON-BOARDING CHECKLIST

New hire on-boarding checklist			
Employee name:			
Department:			
Job title:			
Manager name:			

ltem/task	Action taken by	Date of completion
PRE-START		
Pre-start email(s)	Buddy/HR	
FIRST WEEK		
Issuance of employee pass	HR	
Going through employee handbook with the new hire	HR	
Orientation presentation	HR	
Office orientation:		
Tour of the building		
 Introduction to different departments 	HR	
Pantry area		
Washroom facilities		
Buddy lunch	Buddy	
Introduction to the colleagues	Buddy	
Collection of stationery	Buddy	
Collection of laptop and set up of password	Buddy	
Collection of name cards	Buddy	
Use of office equipment	Buddy	
Printer ID, telephone setup	Buddy	
Internal and external mail protocol	Buddy	
Goal setting meetings	Manager	
Fire and emergency procedure	Safety Officer	
Workplace health and safety guidelines	Safety Officer	
Safety work wear guidelines	Safety Officer	
	1	

8.2.8 SAMPLE BUDDY SYSTEM EVALUATION FORM **Buddy system evaluation form** Employee name: Department: Job title: Buddy name: 1 – Strong disagree 2 – Disagree 3 - Neutral 4 – Agree 5 – Strongly agree About the buddy system 1. The buddy system helped me on-board smoothly. 1 2 3 5 4 2. My knowledge about the firm has improved with the help of the buddy system. 2 5 1 3 4 3. I had more support from other colleagues with the buddy system. 1 2 3 5 4 2 4. The buddy system met my objectives and expectations. 1 3 5 4 5. The length of the buddy system is just right. 2 5 1 3 4 6. I will recommend the buddy system to other teams/ departments. 1 2 5 3 2 7. I will volunteer as a buddy to a new hire next time. 1 3 4 About the buddy 1. My buddy is able to deliver the information clearly and effectively 2 3 2. My buddy is knowledgeable regarding the topics that he/she has 2 3 gone through with me. 2 3. My buddy is able to answer all my questions regarding my job. 3

4. My buddy is easily contactable.

What did you like most about the buddy system?

5. My buddy is very helpful.

Would you like to volunteer to be a buddy for a new hire next year? Do you have any other comments? Name (Employee) Signature Date

What improvement/programmes would you suggest for the buddy system?

164 HR Guidebook for the Built Environment Sector 165

1

1

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4

8.3 COMMUNICATIONS

8.3.1 SAMPLE LIST OF EMPLOYEE HANDBOOK COMPONENTS

Employee handbook

SECTION 1. INTRODUCTION

- 1.1 The firm
- 1.2 Our mission and vision
- 1.3 Our values
- 1.4 Our goals
- 1.5 Our human resources philosophy

SECTION 2. CONDITIONS OF EMPLOYMENT

- 2.1 Remuneration
- 2.2 Income tax
- 2.3 Overseas posting and travel
- 2.4 Probation and confirmation
- 2.5 Termination of services
- 2.6 Working hours
- 2.7 Unauthorized absence
- 2.8 Confidential information
- 2.9 Intellectual property
- 2.10 Employee classification
- 2.11 Flexible work arrangements

SECTION 3. HOLIDAYS AND LEAVE

- 3.1 Public holidays
- 3.2 Annual leave
- 3.3 Medical leave
- 3.4 Compassionate leave
- 3.5 Maternity leave
- 3.6 Childcare leave
- 3.7 Infant care leave
- 3.8 Unpaid leave

- 3.9 National service leave
- 3.10 Marriage leave
- 3.11 Paternity leave
- 3.12 Shared parental leave
- 3.13 Off-in-lieu for overtime hours earned
- 3.14 Adoption leave
- 3.15 Exam leave
- 3.16 Sabbaticals

SECTION 4. EMPLOYEE BENEFIT

- 4.1 Medical
- 4.2 Health screening
- 4.3 Insurance
- 4.4 Long service award
- 4.5 Professional membership
- 4.6 Mobile subsidy
- 4.7 Team building fund

SECTION 5. WAGE AND SALARY ADMINISTRATION

- 5.1 Salary payment
- 5.2 Central provident fund (CPF) contributions
- 5.3 Overtime payment
- 5.4 Variable bonus
- 5.5 Salary review
- 5.6 Salary calculation
- 5.7 Allowances
- 5.8 Monthly variable component (if applicable)

SECTION 6. PERFORMANCE APPRAISAL AND PROMOTION

- 6.1 Appraisal
- 6.2 Performance feedback form
- 6.3 Promotion

SECTION 7. CODE OF CONDUCT

- 7.1 Sexual harassment and discrimination
- 7.2 Discipline
- 7.3 Grievance procedure
- 7.4 Gifts & hospitality policy
- 7.5 Social media
- 7.6 Close relatives and dating relationship within the firm

SECTION 8. CAREER DEVELOPMENT

- 8.1 Career framework
- 8.2 Performance management and development

SECTION 9. LEARNING AND DEVELOPMENT

- 9.1 Policy
- 9.2 Eligibility
- 9.3 Qualification programmes

SECTION 10. GENERAL

- 10.1 Personal records
- 10.2 Food & beverage
- 10.3 Dress standards
- 10.4 Business travel
- 10.5 Reimbursements
- 10.6 Use of meeting rooms
- 10.7 Smoke-free environment
- 10.8 Recreational club

8.4 REWARDS AND COMPENSATION

8.4.1 SAMPLE INCREMENT AND ANNUAL BONUS LETTER TEMPLATE

Increment and annual bonus letter

Company name & logo
Strictly private and confidential dd/mm/yyyy
(Employee name)
Employee title/ position:
Dear (Employee name),
RE: Bonus and Salary increment effective from (Date)
In recognition for your contribution, we are pleased to inform you that you will be rewarded with (XX) as your bonus. The quantum of your bonus is determined based on your individual performance as well as the company's performance.
Your salary will be adjusted to (XX) effective from (Date) with an increment of (XX). The bonus policy/guidelines in the employee handbook govern the terms of payout.
We appreciate your hard work and good performance for the past year and look forward to your continued support and contributions.
Yours sincerely,
Name:
Signature:

8.5 WELLNESS AND SUPPORT SCHEMES

8.5.1 SAMPLE FLEXIBLE WORK ARRANGEMENTS REQUEST FORM

Flexible work arrangements request form				
Employee name:				
Department:				
Job title:				
Supervisor name:				
Details of flexible work arrangements requested				
Starting time of work:				
Ending time of work:				
Working days:				
Working locations:				
Duration of the flexible work arrangements:				
Reasons for the request				
Contact details				
To be filled by direct supervisor				
Would I recommend the employee for flexible work arrangements?				
Name (Employee)	Name (Supervisor)			
Signature	Signature			
Date	Date			



9. ACKNOWLEDGEMENTS

We would like to thank Ernst & Young for developing this HR Guidebook and all the BE firms that have generously participated in the online survey, interviews and for sharing their HR practices. The list of the firms are as below:

- 19-ANC Enterprise Pte Ltd
- 3PA International Pte Ltd
- A-Build Construction Pte Ltd
- Actus Builders Pte Ltd
- AECOM Singapore Pte Ltd
- Aegis Building & Engineering Pte Ltd
- AHC Enterprises Pte Ltd
- Alsys Pte Ltd
- Anmani General Construction Pte Ltd
- APEX Projects Pte Ltd
- AR43 Architects Pte Ltd
- ARJ Construction Pte Ltd
- Arup Singapore Pte Ltd
- Asia Industrial Development Pte Ltd
- ASti Engineering Pte Ltd
- Avant Consulting Engineers
- AZ United Pte Ltd
- B K Civil & Construction Pte Ltd
- B19 Technologies Pte Ltd
- Bachy Soletanche Singapore Pte Ltd
- BEC Consultants Pte Ltd
- Beca Carter Hollings & Ferner (S.E.Asia) Pte Ltd
- Builders 265 Pte Ltd
- Builders Hub Pte Ltd
- Buildforms Construction Pte Ltd
- Building Construction Co. (Pte) Ltd
- Built Force Construction Pte Ltd
- Bybitech LLP
- C P Lim & Partners LLP
- Casy Consultancy Services
- CCECC Singapore Pte Ltd
- CH2M Hill Singapore Pte Ltd
- CHBC Integrated Builders Pte Ltd

- Chew Hock Seng Construction Pte Ltd
- CHH Construction System Pte Ltd
- China Construction (South Pacific)
 Development Co. Pte Ltd
- Chiong Construction Pte Ltd
- Chiyoda Singapore (Pte) Ltd
- Chong Chen Building Materials & Construction Pte Ltd
- Chong & Lee Consultants Pte Ltd
- Chuang Long Engineering Pte Ltd
- Circular Builder & Trading Pte Ltd
- Citi Construction & Engineering Pte Ltd
- City Developments Limited
- Citysky Consultants Pte Ltd
- Civil and Geotechnical Associates
- CNC General Contractors
- Creative Engineering Pte Ltd
- CSC Enterprise (S) Pte Ltd
- Csya Pte Ltd
- Cyber Builders Pte Ltd
- Da-Qiao Enterprise Pte Ltd
- DCA Architects Pte Ltd
- DP Architects Pte Ltd
- Dragages Singapore Pte Ltd
- DSCO Group Pte Ltd
- Dynaflex international Pte Ltd
- E C Builders Pte Ltd
- East 9 Architects & Planners Pte Ltd
- Eastern Pretech Pte Ltd
- Emerald Geotechnic Pte Ltd
- Eng Lee Engineering and Construction Pte Ltd
- Entron Construction Pte Ltd
- Envipure Pte Ltd
- Exceltec Property Management Pte Ltd

- Exclusive Design Construction Pte Ltd
- Fa Yew Construction Pte Ltd
- Fadely Enterprises & Construction Pte Ltd
- Feng Ming Construction Pte Ltd
- FineBuild Systems Pte Ltd
- First Engineers Consultants Pte Ltd
- Fresh Look Construction Pte Ltd
- Frontbuild Engineering & Construction Pte Ltd
- Geoalliance Consultants Pte Ltd
- Glass@Worx Pte Ltd
- **GPM Builders Pte Ltd**
- GreenA Consultants Pte Ltd
- Guan Ho Construction Co Pte Ltd
- GuocoLand Property Management Pte Ltd
- H P Construction & Engineering Pte Ltd
- Hainal-konyi (S) Pte Ltd
- Harford Engineering Pte Ltd
- Hexacon Construction Pte Ltd
- Highway International Pte Ltd
- Hiladt Architects LLP
- Hi-Tek Construction Pte Ltd
- **HL Consultant Pte Ltd**
- Ho Bee Land Ltd
- Ho Lee Construction Pte Ltd
- HSL Constructor Pte Ltd
- Huason Construction Pte Ltd
- Hunan Fentian Construction Group Co., Ltd Singapore Branch
- Hwa Seng Builder Pte Ltd
- Hyundai Engineering & Construction Co. Ltd
- 13 Critical Facilities Pte Ltd
- ID Architects Pte Ltd
- IX Architects Pte Ltd
- J Roger Preston (S) Pte Ltd
- JGE Builders Pte Ltd
- Jia Quantity Surveyors & Project Managers Pte Ltd
- JIB Specialist Consultants Pte Ltd
- JPL Consultants Pte Ltd
- JYHA LLP
- Keong Hong Construction Pte Ltd
- Khian Heng Construction Pte Ltd
- Kim Seng Heng Engineering Construction Pte Ltd

- Koh Brothers Building & Civil Engineering Contractor Pte Ltd
- KTC Civil Engineering & Construction Pte Ltd
- Kwan Yong Construction Pte Ltd
- LC&T Builder (1971) Pte Ltd
- Lee Tat Pte Ltd
- Lendlease Singapore Pte Ltd
- Leong Hin Piling Pte Ltd
- Lian Soon Construction Pte Ltd
- Logistics Construction Pte Ltd
- LTY + LCH (JV)
- Lucky Joint Construction Pte Ltd
- Lum Chang Building Contractors Pte Ltd
- Magnificent Seven Corporation Pte Ltd
- Meinhardt Infrastructure Pte Ltd
- Mott Macdonald Singapore Pte Ltd
- MYW Engineering Pte Ltd
- Netatech Engineering Pte Ltd
- Obayashi Singapore Pte Ltd
- One Smart Engineering Pte Ltd
- ONG&ONG Pte Ltd
- OTN Building Cost Consultants Pte Ltd
- Pact Builders Pte Ltd
- Parsons Brinckerhoff Pte Ltd
- Peng Chuan Engineering Construction Pte Ltd
- Penta-Ocean Construction Co. Ltd
- PH Consulting Pte Ltd
- Pontiac Land Group
- Quest Technology (S) Pte Ltd
- Rider Levett Bucknall LLP
- Rodney Chng & Associates Pte Ltd
- S A Chua Architects Pte Ltd
- Samwoh Corporation Pte Ltd
- Santarli Construction Pte Ltd
- SCB Group
- Sembcorp Design and Construction Pte Ltd
- SH Integrated Services Pte Ltd
- Shanghai Chong Kee Furniture & Construction Pte Ltd
- Shingda Construction Pte Ltd
- Sim Lian Construction Co Pte Ltd
- SingHaiyi Group Ltd

- Sing Heng Hoe Construction (1988) Pte Ltd
- Singapore Piling & Civil Engineering Pte Ltd
- SKM (Singapore) Pte Ltd
- Soil-Build (Pte) Ltd
- Sterling C&S Consulting Engineer Pte Ltd
- Stolz Engineering Pte Ltd
- Sunhuan Construction Pte Ltd
- Surbana Jurong Pte Ltd
- Swan & Maclaren Architects Pte Ltd
- Swee Builders Pte Ltd
- Straits Construction Singapore Pte Ltd
- T H Chuah & Partners LLP
- T.J. Chiam Surveyors Pte Ltd
- Tat Hin Builders Pte Ltd
- Teambuild Engineering & Construction Pte Ltd
- Techkon Pte Ltd
- Thong Huat Brothers Pte Ltd
- Tiong Seng Contractors Pte Ltd
- TOA Corporation
- Toh Seng Sit Construction Pte Ltd
- Turner & Townsend Pte Ltd
- **Unchartered Co**
- United Project Consultants Pte Ltd
- United Singapore Builders Pte Ltd
- Utraco Holdings Pte Ltd
- V3 Construction Pte Ltd
- Vertex B+E
- Vigcon Construction Pte Ltd
- Wan Chung Construction (Singapore) Pte Ltd
- WEC Engineers and Constructors Pte Ltd
- Welltech Construction Pte Ltd
- Woh Hup (Private) Ltd
- Woodwater Integrated Pte Ltd
- WorleyParsons Pte Ltd
- W'ray Construction Pte Ltd
- WRX Engineers Pte Ltd
- WT Partnership (S) Pte Ltd
- YJ International Pte Ltd
- YSCA Consultancy Singapore Pte Ltd

172 HR Guidebook for the Built Environment Sector HR Guidebook for the Built Environment Sector 173



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

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