

ANNEX A

About the HR Pledge

The BCA and the Construction Industry Joint Committee (CIJC) seek to transform the built environment sector into a workplace of choice led by professional and progressive firms with good HR practices. The Memorandum of Understanding (MOU) signing between BCA with the CIJC marks a significant milestone as it is the first stride towards achieving the shared vision.

Through the pledge signing, the senior management of built environment firms commits to the adoption of good human resource practices based on the following key HR principles:-

- Performance management
- Recruitment & on-boarding
- Staff engagement
- Remuneration, rewards & benefits
- Wellness & support

Pledge signers will have to complete a list of actionable items (in the below table) based on the identified HR principles, which was developed in consultation with the CIJC. The checklist can be expanded over time.

A. Performance management & training	
1	Create & communicate clear progression path for employees
2	Monitor and develop performance of employees
3	Conduct formal appraisals for employees
4	Annual review of employees' training & development needs
5	Annual budget for employees' development and training needs
6	Organise in-house and on-the-job training
B. Recruitment & on-boarding	
7	Organise induction / orientation for new employees
8	Implement buddy system for assimilation of new employees
C. Communications	
9	Issue employee handbook to clearly communicate corporate mission & vision, HR policies and work procedures to all employees
10	Provide 2-way communication channels to address employees' concerns, feedback/ ideas e.g. dialogue sessions
D. Rewards and compensation	
11	Implement salary structure/ Job grading system

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

E. Wellness & 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 programs to enhance employee well-being

Pledge signers will be listed on an online pledge registry on BCA’s Building Careers Portal (<http://www.buildingcareers.sg/>) and could also feature the pledge logo in their marketing collaterals and recruitment initiatives, differentiating them as progressive firms on the HR front.



HR Pledge logo

In time to come, pledge signers can gain convenient access to HR-related resources, including good practice guides, to help advance their HR practices.

After the MOU signing, BCA and the CIJC will be working closely to champion and sustain the adoption of good HR practices in the member firms of the CIJC. Firms include developers, architecture consultancies, engineering consultancies, builders and other built environment firms. Firms outside the CIJC can also participate in signing the HR pledge.

With close collaboration with the CIJC, BCA targets to have at least 500 built environment firms pledging their commitment by 2020.