Managing Your Workforce Beyond COVID-19

A Guide on Manpower and Workforce Management for Social Service Professionals

NCSS
National Council of Social Service

Introduction by Chairperson of Workstream

Dear Fellow Members of the Social Service Community,

2020 was a trying year when the world went through an unprecedented global crisis. In the Social Services Sector, we observed many Social Service Agencies (SSAs) step up to do more for their beneficiaries, even in the face of increasing strain on resources. As we work towards a strong rebound from COVID-19, let us be prepared to manage the changes and challenges that will continue to surface as the situation evolve.

Like most sectors, the Social Services Sector was not spared from the effect of COVID-19 on revenue streams. In 2020, SSAs reported a decline in donations for non-COVID-19 related causes, resulting in a sudden and pressing need to review how to manage costs and continue the work we are doing. The circuit breaker in April and May forced many of us to accelerate digitalisation, resulting in many struggling to keep up with the changes and new requirements. We have also seen a rise in mental strain cases and a growing concern for people's wellbeing. Thus we must be more proactive in how we support and manage our workers to ensure that we take care of ourselves to take care of others.

This guidebook is created as a resource to SSAs and other non-profit organisations to manage the evolving workforce needs. It gives practical 'know-how' to Manage Manpower Costs, Remote Working, and Employee Wellbeing. We hope that the guidebook offers useful tips to SSAs to strengthen your workforce management practices and create more robust and sustainable workplaces for social service professionals. I also like to thank TOUCH Community Services, Home Nursing Foundation, and Samaritans of Singapore for sharing their experiences in the form of case studies for SSAs.

As we continue into 2021, let's grow even stronger as a sector and continue to provide solid and capable support to our beneficiaries.

Chairman of the Workstream

Theresa Goh
Chairperson of Beyond COVID-19
Manpower and Volunteer Workstream
NCSS

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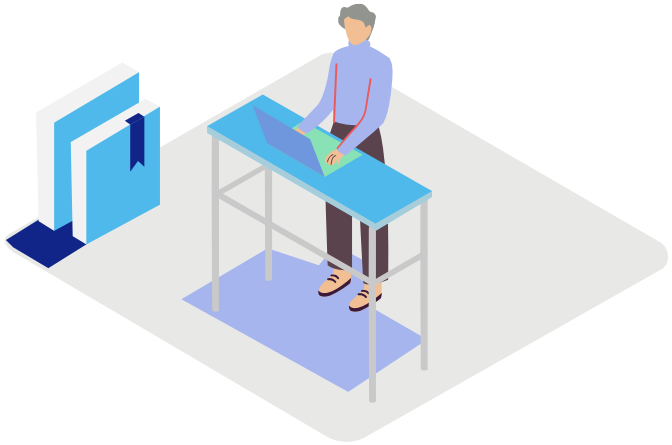
Introduction to the guidebook



With the emergence of COVID-19 on 31st December 2019, and the subsequent spread of the disease across the globe, the world began to enter into a new world scenario that was unprecedented and would forever change the way we live and work.

Since 2020, three requirements have surfaced as foremost needed actions to continue being effective as an organisation in the next normal:

- Sustaining Well-being: Ensuring staff are adequately supported despite the additional pressure and stress
- Enabling Remote Working: Maintaining a continued level of performance while managing through the new normal
- Managing Manpower Cost: Building the ability to continue operating in times such as these

Sustaining Well-being

With the trend of decreasing productivity and increasing stress and higher occurrence of burnout, it is now more important than ever to look at how employees are supported so that they remain effective contributors for the short, mid and long term.

Enabling Remote Working

Remote working became a necessity as a result of Circuit Breaker – what is next is to see how to improve the existing methods and tools to better track performance, manage needs and align goals across the organisation.

Managing Manpower Cost

Many sectors and jobs were affected due to COVID-19, leading to an overall drop in donations, affecting Social Service Agency (SSA) revenue streams. Roles also began changing to reflect the times and new trends have come up, increasing demand for new services.

The pressure now is to keep SSAs financially sustainable while managing changing organisational needs.

Section 1

Managing Employee Wellbeing

In this section, readers will learn about the importance of wellbeing, ways to assess employee sentiments and key considerations involved, the different aspects that make up employee wellbeing, tips on how to boost each aspect of Employee Wellbeing and how organisations can employ the use of volunteers to help reduce their stress and workload.

Lastly, readers can reflect upon the Employee Wellbeing practices from the sector-specific case study.

A **Introduction to Employee Wellbeing**

B **How to assess Employee Wellbeing in times of a pandemic?**

C **4 key aspects of Employee Wellbeing and ways to improve them**

E **Managing the stress of employees by augmenting manpower with volunteers**

F **Case Study on Home Nursing Foundation (HNF)**

Introduction to Employee Wellbeing

What is Employee Wellbeing?

Employee Wellbeing focuses on how an employee's duties, expectations, stress levels and working environments affects their overall health, happiness and job satisfaction

Why is Employee Wellbeing Important?

It directly affects how employees think and feel about their job and organisation

The pandemic has caused disruption to the employee experience, resulting in serious implications for productivity and work relationships

Employers that fail to invest in employees' wellbeing will struggle to retain their best talent

It helps to keep your employees connected and feel supported despite working remotely

... leading to an increasing need for organisations to develop a robust approach to maintain the wellbeing stamina of their workforce in order to....

- Maximises physical wellbeing of employees
- Preserves psychological wellbeing of employees
- Promotes virtual connectivity

How to assess Employee Wellbeing in times of a pandemic?

How can I assess employees' sentiments?

Organisations need to stay focused, actively listen and react to employees' sentiments. **Pulse surveys** can be used to assess employees' sentiments and give them a platform to voice out their concerns.

Alternatively, organisations can facilitate **Focus Group Discussions (FGDs)** or **conduct interviews** with employees. The results can be used on their own or used to dive deeper into the pulse survey

What are Pulse Surveys and their benefits?

Pulse surveys are short and simple surveys sent to employees every few weeks or months to gain a quick insight into the health of a company and its workforce

- Help to understand how employees are managing change
- Provide real time measurement of employee engagement and satisfaction
- Direct future engagement activities
- Help managers better understand employees

Consider the following questions in the pulse survey

- ✓ Are you satisfied with the way your organisation has managed both its operations and people during this time?
- ✓ What tools and equipment do employees need to be productive and collaborate effectively during this time?
- ✓ How are you driving and maintaining company culture as employees work remotely?
- ✓ Are you able to keep up with the new ways of work during this pandemic?
- ✓ How are managers driving team performance and having effective performance conversations?
- ✓ How are employees staying aligned with team and organisational goals and celebrating success milestones?

4 key aspects of Employee Wellbeing

What are the 4 key aspects of Employee Wellbeing?

		Sample activities & programmes
1 Physical Wellbeing	• Workspace design, • Remote support for nutrition, fitness, sleep and ergonomics (standing desks, chairs)	• Virtual Fitness Programmes • Healthy Eating & Nutrition • Health Check-ups • Eye health
2 Mental Wellbeing	• Support for mental health, level of engagement • Job autonomy • Sense of purpose	• Stress Management • Sleep Management • Counselling
3 Social Wellbeing	• Access to networks, family and friends • Onsite / remote social connections • Building networks and teams	• Virtual team bonding activities • Form clubs and societies • Lunch & Learn programmes
4 Financial Wellbeing	• Ability to meet financial obligations • Employee space/location needs • Decreased compensation	• Investment and Savings • Retirement Planning • Managing Debts • Insurance Planning

How to ensure the Physical and Mental Wellbeing of your employees?

1 Physical Wellbeing | 2 Mental Wellbeing | 3 Social Wellbeing | 4 Financial Wellbeing

In the new normal, more organisations are shifting to Remote Working. For many, this sudden change can be mentally distressing. It can also be physically damaging if employees do not have the proper work station set up. We need to ensure our workforce is physically safe and psychologically supported to manage themselves successfully in this transition.

How to help your employees?

- Ensure **employees know where to find information, guidance and support**
- Develop **in-house channels** to respond promptly to employee questions and concerns (e.g. hotline)
- **Activate leadership and establish effective communications** to provide reassurance, leaders need to focus on personal and connected leadership
- **Monitor mental wellbeing and respond accordingly** to provide structured, organised and regular opportunities for employees to 'check-in' with leaders and their colleagues.
- Check your **employee assistance and benefits providers'** capacity and contracts to ensure they are ready for additional employee queries and service requests

How to future-proof your workforce

- ✓ Maximise workforce wellbeing and immunity through temporary bans on overtime, enforced breaks and alternative roster patterns
- ✓ Support employees to optimise their work experience, incorporating the strengths and limitations experienced with remote connectivity during the crisis
- ✓ Continue to support employees to grow and develop and remain nimble in the face of change
- ✓ Introduce the Sabbatical Leave Scheme to allow employees to rest and recharge themselves as needed

Source: Ernst & Young (EY)

For more information on the Sabbatical Leave Scheme, please refer:
https://www.ncss.gov.sg/grants-search/detail-page/VCFProfessionalCapabilityGrant-SabbaticalLeaveScheme

Additional resources for maintaining Employee Mental Wellbeing

The Tripartite Advisory on Mental Wellbeing at Workplaces was developed by the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF) in consultation with HR practitioners and social agency partners.

"66.9%

of people now working from home have reported increased stress since COVID-19 began."

Source: Qualtrics survey, March/April 2020

How to manage mental wellbeing at workplaces?

1. Appoint and train mental wellness champions to organise programmes, talks and workshops on mental wellness
2. Provide training on self-care and equip managers and human resource personnel with skills to be supportive leaders
3. Extend employee flexible benefits to cover mental health related consultations and treatments or provide employees access to employee assistance programmes
4. Recognise the need for employees to have adequate rest outside work hours

How to ensure the Social Wellbeing of your employees?

1 Physical Wellbeing | 2 Mental Wellbeing | 3 Social Wellbeing | 4 Financial Wellbeing

The new normal has changed the way employees communicate – there is little to none face-to-face interactions resulting in social isolation and less effective communication. Effective communication is key to all healthy relationships.

How to help your employees?

- **Stay connected with communication and meeting** tools use virtual meeting options with video for regular check-ins and to allow teams to connect with one another "face-to-face"
- **Consider innovative ways to check in** with your employees, particularly where changes in working conditions are a big shift from the norm (i.e. virtual coffee chats)
- **Recognise the impact of social isolation** – It is important to routinely check in with team members
- Be aware of significant changes you may see in your **employee's personality** as this may be a sign that a person is struggling – Reach out to them immediately and let them know you care
- **Show empathy and concern** by making yourself available to your staff to talk about their fears, answer questions and reassure them about work and personal issues

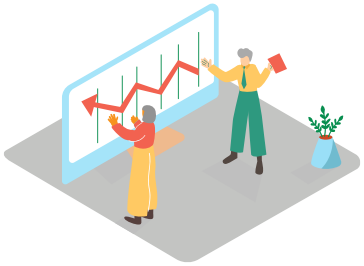
How to future-proof your workforce

- Focus on technology as a way of building connection with others through video interactions
- Encourage employees to continue to focus on self development, connecting with colleagues and teaming, as well as prioritising family and communities
- Implement a range of light hearted initiatives to support social adjustment (i.e. 'virtual coffees'; 'Teams games')

Source: EY

How to ensure the Financial Wellbeing of your employees?

1 Physical Wellbeing — 2 Mental Wellbeing — 3 Social Wellbeing — 4 Financial Wellbeing



The COVID-19 pandemic has pushed financial wellbeing to the forefront of most employees' minds. Employees faced fears surrounding the threat to job security, loss of income due to salary cuts, or the need to reduce workload due to working with family members at home. Financial pressures may be overwhelming for employees.

How to help your employees?

- Communicate clearly about **different business sustainability scenarios** and their associated implications to enable employees to make informed choices and to support them in making decisions
- Explain the implications of COVID-19 for the **future of the organisation**, its future focus and the associated implications for job roles
- **Provide access to capability uplifting and upskilling efforts to employees** focused on less critical parts of business delivery
- Provide **financial planning assistance and support** in addition to psychological support to help people better manage their finances
- **Provide access to tools and online learning platforms** that equip employees with financial planning skills

How to future-proof your workforce

- Review and renew the business continuity plan, putting guidelines in place based on lessons learnt as well as solid contingency plans to build resilience and better respond to future crises
- Reward and reassure people – Make sure they know they're just as valued wherever they might be

Source: EY

Managing the stress of employees by augmenting manpower with volunteers

D

How can leveraging volunteers benefit my organisation?

As the COVID-19 pandemic heightens the vulnerability of citizens in Singapore, social services are transforming at an unprecedented rate to meet the increased demand and the changing ways of work. The impact of COVID-19 includes manpower shortage, added responsibilities and workload, leading to **increased stress and tension faced by existing employees.**

Volunteers can augment manpower in the social service sector by complementing the roles of full-time professionals and staff through measures such as **job redesign.**

How to allow for second jobs?

Job redesign refers to **changing the tasks or the way work is performed** in an existing job.

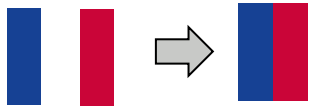
Organisations can reimagine existing volunteers and internal workforce roles to better leverage volunteer experience while balancing the workload of the internal workforce

Benefits of Job Redesign

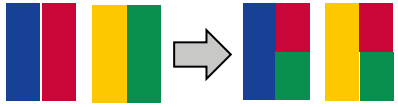
Improved performance	Improved employee satisfaction and reduced turnover and errors
Empowered employees	Improved productivity, customer experience and employer attractiveness
Lean processes	Reduced costs, redundancy and increased efficiency

How can it be done?

Leverage technology or **non-technology solutions**:

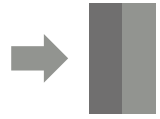


Job Enlargement
Merging tasks from two jobs at the same level into one job



Segmenting
Combining portions of other jobs into new jobs

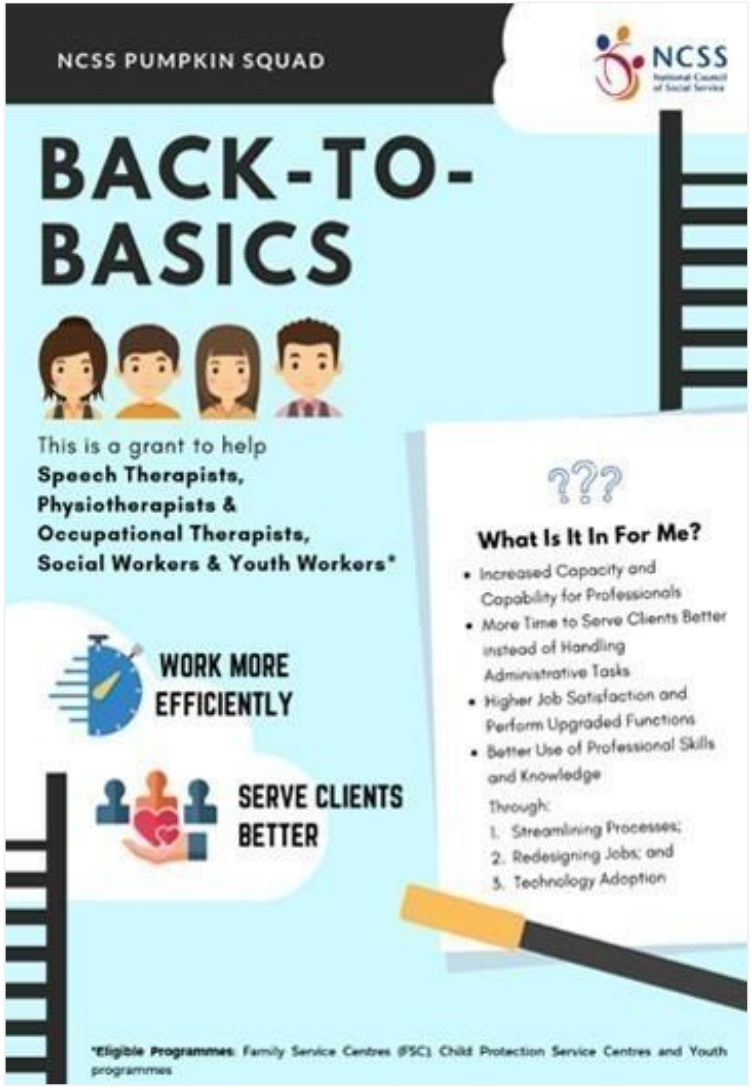
Emergent
Merging of tasks that were not previously performed or that were outsourced into new job roles, such as introducing a new role



For more information on managing volunteers,, please refer to the NCSS Volunteer Management Toolkit 2.0: https://go.gov.sg/volmgttoolkitver2

For more information on Job Redesign and case study, please refer to pg. 43 – 48 of the NCSS Volunteer Management Toolkit 2.0: https://go.gov.sg/volmgttoolkitver2

Job Redesign: NCSS Project Back-to-Basics



What is it?

Initiative designed by NCSS to support professionals in the sector through process and job redesign and technology adoption which will allow them to reduce administrative load, increase productivity and gain more time to serve clients.

Targeted at Speech Therapists, Physiotherapists and Occupational Therapists, Social Workers (SW) and Youth Workers (YW)*.

This includes fully-funded consultancy, and technology adoption subsidies of up to 95% capped at SGD100,000 for Therapists and SGD80,000 for Social Workers and Youth Workers.

**eligible programmes for Social Workers (SW) and Youth Workers (YW) are: Family Service Centres, Child Protection Service Centres and Youth programmes*

Who can apply?

Back-to-Basics is targeted at Therapists, Social Workers and Youth Workers*. If you do not belong to these programmes but are keen on process/job redesign and tech adoption to help your professionals work more efficiently to serve clients better, please indicate your interest here:

go.gov.sg/pumpkinsquad

Scan the QR code or indicate your interest here

For more information on Project Back-to-Basics, please refer to: https://www.ncss.gov.sg/Our-Work/Innovation-and-Productivity

Case study #1 on Employee Wellbeing | Home Nursing Foundation (HNF)

Home Nursing Foundation (HNF) is the largest and most established home healthcare service provider in Singapore founded in 1976

They deliver a full suite of home healthcare services including home nursing, home medical, home therapy and social support to their patients islandwide

On average, they care for close to 5,000 patients, making almost 38,000 home visits annually.

Challenges faced

Due to the sudden implementation of the Circuit Breaker, the IT employees of HNF faced tremendous stress as they had to quickly procure the necessary equipment and technology need in order for employees to work from home. Many employees also felt confusion as they were unaware of how to perform their jobs properly from home.

Due to the negative stigma caused by the pandemic, clinical staff who still had to visit patients faced prejudice by the public such as getting forced to get off public transportation and hearing negative remarks. As a result, their morale was lowered and wellbeing was affected.

Photo credits: Home Nursing Foundation

Case study #1 on Employee Wellbeing | Home Nursing Foundation (HNF)

Success Factors

Active and consistent communication with employees

As employees struggle to adapt to uncertainty and new ways of working, communication is more important now than ever as this pandemic affects employees' productivity and wellbeing. HNF put in place an **effective communication and engagement plan** aimed to help employees get up to speed and work from home effectively, providing resources and guides that employees can tap on.

Initiatives such as **workshops** on employee wellbeing, **engagement sessions** on how to perform processes from home (e.g. Procurement and **informative posters,** step by step guide on how to work from home) helped employees to stay informed and reduced uncertainty.

Built a supportive environment

Increased social connectedness offset the negative mental health impacts of the pandemic. HNF focused on instilling a **people-first mindset** in the upper management and encouraged them to check-in regularly with their employees. They encouraged **two-way communication** by using the HR department as an avenue for employees to voice out their grievances and challenges they faced. HNF also held **quarterly town halls** where they get employees to share about their lives to **increase connection and bonding.**

Reacting in a timely manner

Speed and accuracy are of the essence in any crisis. When HNF found out that their clinical staff were facing prejudice in the public and did not have a proper place to eat during the Circuit breaker, HNF promptly wrote to relevant authorities as well as discussed internally to see how they could resolve the issues. They quickly provided **snack packs, t-shirts** for employees to wear while traveling to the client's place, as well as getting **grab vouchers** from sponsors for their clinical staff.

Section 2

Implementation of Remote Working and Communications Management

In this section, readers will learn about the different elements of Remote Working which include: how to evaluate which roles are suitable for remote work, potential remote benefits and allowances, how to manage Performance Management of remote employees, ways for leaders to drive higher performance of their remote working team and steps to maintain effective communication during a crisis.

Lastly, readers can reflect on the two sector specific case studies on remote working practices.

A **Introduction to Remote Working**

B **How to determine which jobs are suitable for remote work?**

C **Compensation and Benefits catered to Remote Working**

D **Measuring performance during Remote Working**

E **How can leaders drive higher performance of their remote working team?**

F **How to maintain effective communication during a crisis**

G **Case Studies on TOUCH Community Services and Samaritans of Singapore (SOS)**

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Introduction to Remote Working

What is Remote Working?

Remote Working is an alternative form of work arrangement that involves an employee working primarily from home, rather than in a conventional office setting. The sudden shift to remote work leaves organisations facing a larger adjustment in mindsets and behaviours to sustain remote teaming.

What are the benefits of Remote Working?

- ✓ It increases employees' productivity and flexibility due to increased autonomy enjoyed and fewer distractions caused by commuting, presenteeism and office politics
- ✓ Remote workers are less likely to take short absences due to illness
- ✓ It offers organisations the flexibility and agile mindset to deal with unforeseen scenarios in the future
- ✓ It reduces expenses for organisations in terms of office spaces and utilities

As we transition to this new virtual world, what does the future-of-work look like?

- The future-of-work is a mix of onsite and remote and will substantially change as a 'next normal'
- Leaders are rethinking and reshaping business and workforce operations
- Many organisations are getting up-to-speed on technology and remote work best practices

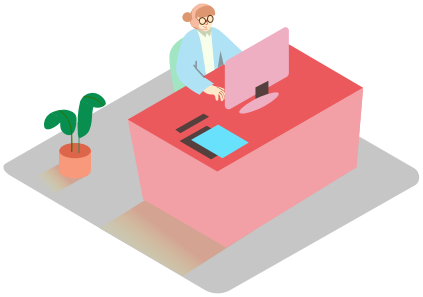
said when faced with two similar employment offers, they would turn down the one that didn't offer flexible working

Source: Global Workspace Survey, IWG, 2019

Refer to appendices to find out about the tools and equipment necessary for remote workers to work efficiently

How to determine which job roles are suitable for remote work?

What are the roles suitable and not suitable for remote work?



- Jobs that can be performed off-site without disruption to the flow of work and communication as well as those that work with equipment that can be kept at alternate work sites are suitable for Remote Working
- Jobs that require physical presence to perform effectively and/or require high data security are normally not suitable for Remote Working

Illustrative examples of job roles suitable/not suitable for Remote Working

Executive

Executives working in functions that have tasks that can be executed from home are suitable for Remote Working given the appropriate communications and computing capabilities

- *e.g. Roles in Marketing, Finance, Human Resource, Partnerships*

Social worker*

Counsellor*

- As certain functions of front-line social service practitioners such as Social Workers, Counsellors, Therapists and more require a degree of contact with clients, Remote Working may not be the most optimal for these roles even though some functions such as filing of case notes and reports can still be done remotely.
  - E,g. Counsellors may need to meet clients in the office for therapy sessions
- Remote working counsellors will also need to take extra measures to ensure that their home office provides a space for confidential consultations

* SSAs should seek inputs or endorsement from relevant MSF/NCSS service divisions for additional information before deciding if a particular job role is suitable for Remote Working

Key considerations in view of the future of remote work

In determining which job roles are suitable for Remote Working in the new normal, here are some key considerations that organisations should think about before they make a decision

Key considerations from a Job Redesign perspective

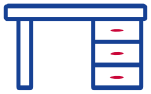
- Has the role changed as a result of COVID-19 (e.g. workload has decreased or increased)?
- Does the employee have the skills and tools needed to perform the newly redesigned job role in a remote environment?
- Has the organisation ensured that the use of and access to applications and systems are sufficiently accelerated to support the Remote Working experience?

Key considerations from a Business Process Perspective

- Are there processes that have to be done manually or that require the individual to be in the office that could be digitalised and performed from home?
- Are there process steps that can be streamlined or removed to increase efficiency (e.g. allow automatic approval within specific thresholds)?
- Is the existing process suitable given the new environment employees work in (e.g. does it cater for specific requirements such as the lack off access to office printers, the potential strain on employee's home wifi)?

How can I adjust Compensation & Benefits (C&B) to meet the new needs caused by Remote Working?

Organisations can consider reviewing existing benefits policy to help employees ease into a comfortable remote working environment.
The following explores **potential benefits and allowances** to be given to employees to help defray certain essentials costs



Work Station Set-up allowance*

- Furniture and hardware allowance may be a one-time offer made by companies to allow their employees to buy necessary equipment, depending on their needs.
- This can include headphones, ergonomic chairs, monitors, cushions and desks

Technology-related allowance*

- Organisations can consider providing the necessary technological infrastructure such as laptops, monitors, printers, and reimbursement for electricity bills incurred by the employees as a part of work
- Additionally, employees can claim deductions against employment income for expenses incurred working from home such as electricity bills[1]

Mental Health allowance and benefits*

- Organisations may provide reimbursement to employees seeking some recreational escape from office work. (e.g. Kindle membership, virtual fitness classes)
- Additionally, organisations may choose to provide insurance coverage for employees' mental health and ergonomic injuries caused by Remote Working

** Organisations can include the above allowances and benefits in their Flexible Benefits Plan to offer employees more flexibility*

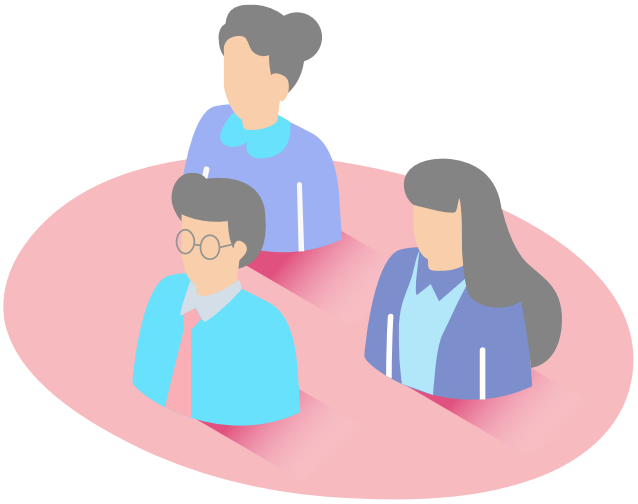
What are the allowances I can consider phasing out?

- Voluntary benefits that were necessary before the pandemic might be unnecessary to a remote workforce today
- This includes allowances such as transportation allowance, mobile phone allowance and parking allowance
- Organisations will need to ensure Compensation and Benefits are equitable across remote and non-remote employees when removing or adding new benefits and allowances

[1] Source: Inland Revenue Authority of Singapore

How has Remote Working affected performance?

How has Remote Working affected employees in Singapore?



1 out of 3

employees feel less productive working from home as compared to working in the office[1]

However....
As employees adapt to work from home processes, their productivity levels are likely to increase steadily

Top work from home concerns include[2]:

- Access to resources and tools which I could have access to in the office
- Practical aspects (such as family presence, distractions, space constraints)
- Working longer hours than usual

Source[1,2]: https://www.engagerocket.co/pulse-of-the-singapore-workforce

How can organisations carry out Performance Management?

As Remote Working becomes the next normal, there is need for organisations to rethink how the performance of employees are being measured. What should managers be aware of?

1

Amount of time spent on work ≠ **Better performance**

Traditional measures of performance will no longer be sufficient. Performance should be measured based on results rather than activity

2

Flexible goal setting is recommended

As changes in behaviour emerge due to crisis and other disruptions, there needs to be an agile approach to goal setting to ensure goals are highly relevant and precisely targeted at high performance

3

Help employees understand how performance is being measured

With added responsibilities and redesigned processes, there needs to be clarity surrounding key priorities to improve efficiencies

4

Productivity needs to be linked to purpose and employee experience to drive long term value[3]

To empower human value creation, employees need to be given a choice over how, when and where work is done

Source[3]: https://www.ey.com/en_sg/workforce/why-covid-19-will-move-us-on-from-the-outdated-idea-of-human-productivity

How do I measure productivity of my remote working employees?

D

Frequently asked questions

Can I conduct spot checks on my remote employees to ensure that they are working?

- While employers have the prerogative to conduct spot checks, it may be construed as a sign of distrust by the management and can threaten employees' morale
- **Trust and support is integral to build relationships and it motivates employees to reach their fullest potential**
- Therefore, employee monitoring should be done with full transparency – employees should be aware that they are being monitored and be told the reason behind it

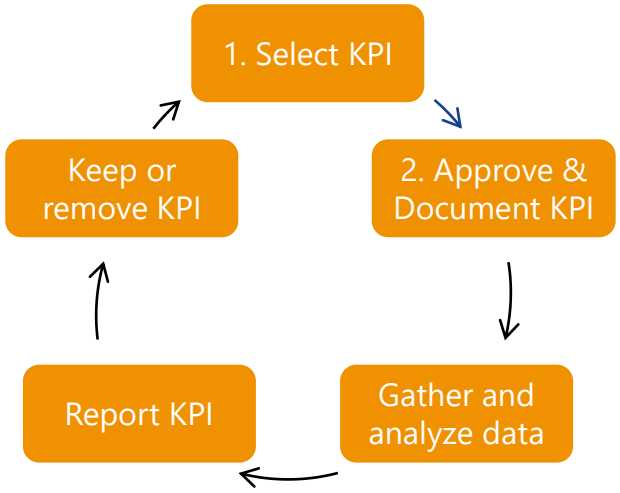
How can I ensure that my remote employees are working at home? Are they as productive as they can be? How can I better measure their performance?

How can I measure the performance of my remote working employees?

Instead of using employee monitoring software, organisations can consider the following to create a self-driven, accountable and high performance remote working team:

- **Review existing Key Performance Indicators (KPIs)** and **set Specific, Measurable, Attainable, Relevant, Time-bound (SMART) KPIs** for different roles and measure them **periodically** rather than annually
- **Revise metrics** as needed to ensure you are measuring the outputs most equitably especially in times of uncertainty
- Allow employees to **set flexible goals** and arrange for **regular check-ins** to increase accountability and to track progress

Five steps of the KPI life-cycle



How can leaders drive higher performance of their remote working team?

Connect and Personalise

- After you have moved your people to Remote Working, it is essential to help them navigate their new environment, while supporting shifts to new behaviours and mindsets
- It starts by intentionally increasing connection and communications that focus on relating, empathising and belonging

Listen and Collaborate

- People need to be seen and heard as they navigate the new challenges of working from home
- Active and passive listening approaches and tools, followed by timely responses and recognition, can mitigate risk, identify opportunities and increase virtual teaming across your business

Support and Focus

- Remote Working removes many of the elements that help structure workdays — there should be a greater emphasis on setting the right expectations and behaviours with your workforce
- Priorities and productivity should be redefined as employees try to successfully integrate and manage their personal responsibilities with the new demands of virtual work

Lead by Example

- Leaders serving as role models will have a greater impact on shifting mindsets and behaviours in remote work settings
- In uncertain times, leaders should not avoid tough conversations from behind a screen, but visibly lead with authenticity and a focus on putting their people first

How can I connect and personalise the remote working experience for my employees?

1 Connect and Personalise | 2 Listen and Collaborate | 3 Support and Focus | 4 Lead by Example

Foster relationships

Schedule and create the connections that previously happened in person

- **Get close to your team** with brief, weekly one-on-one check-ins
- **Identify disconnected team members** and make targeted introductions via conference call or virtual meeting
- **Match individuals** for one-on-one mentoring or work-from-home buddies
- **Create small cross-functional teams** with clear objectives aligned to priority business goals
- **Schedule virtual moments,** such as morning coffee with a colleague, a lunch catch-up or a team happy hour

Communicate clearly and often

Streamline and increase communications, with a focus on relevant actions

- **Create a single source of truth** wherein all pertinent information is housed, **such as a site or community page**
- **Focus targeted communications on discrete actions and behaviours that recipients should take**
- **Create consistency through repetition, such as a daily summary alert or a biweekly all-hands webcast**
- **Use videos to connect or virtual meetings** to humanise updates and requests

Relate and empathise

Start all interactions with a focus on the person, their well-being and needs

- **Ask open-ended questions**, starting first with your people's well-being
- **Use pauses and playback** to increase reflection and confirm their understanding
- **Avoid moving to solutions too quickly;** instead, empathise, probe and validate for a better understanding
- **Invite co-development of solutions** and confirm the next actions to address opportunities and issues
- **Reserve time for office hours** and "open-door" sessions

How can I listen to and collaborate with my remote working team?

Sharpen meeting and facilitate relationships

Review all meeting times and agendas, designate a singular facilitator

- **Reschedule existing meetings** to accommodate new remote working environments and obligations of participants
- **Set timed agendas** to allow additional time per topic, in addition to an open dialogue
- **Build rapport** by asking probing questions and through storytelling
- **Use videoconferencing** if available, with a dedicated technical contact and backup plan in place for potential difficulties

Gather feedback constantly

Set up channels and meetings to gather ad hoc feedback formerly received in person

- **Use pulse survey** to monitor sentiment and emerging issues
- **Create a teamwide group chat** for quick personal updates, check-ins and celebrations
- **Conduct randomised check-ins with team members** to identify emerging issues
- **Routinely request feedback about processes** to mitigate any bottlenecks
- **Set up a virtual ideas box** using an online form so people can submit feedback and improvement ideas about working remotely

Responsively manage

Communicate decisions and changes readily for alignment and transparency

- **Specifically identify in your communications** when decisions or changes are the result of workforce input
- **Regularly provide meaningful updates** about outstanding decisions and programmes
- **Use digital badges or mentions at the beginning of calls** to recognise those who are role models of new ways of working
- **Prepare communications and protocols** for potential scenarios so you can act with speed as conditions change

How can I support and shape the new work experience for my employees?

Clarify and prioritise work

Remove nonessential work and more actively set teams' priorities with them

- **Review workload with team members,** identifying essential tasks and their prioritisation
- **Regularly connect to review and revise prioritisation,** particularly following major business decisions or changes in environmental conditions
- **Avoid the need to justify remote presenteeism,** instead encourage quality essential work completion to meet deadlines
- **Protect your files** by sharing frequently with colleagues and uploading to sites

Structure productivity

Redefine remote productivity to focus on essentials, minimise chaos and manage expectations

- **Model and encourage others to set working hours** that account for their most productive times & personal commitments while working remotely
- **Minimise distractions** by creating separate spaces and practices
- **Update your calendar** as often as possible
- **Increase digital tool** usage by letting organisation "experts" regularly share tips and tricks in meetings
- **Allocate time to periodically check new ways of working** to make certain work is delivered without creating any unintended issues

Support the whole person

Repeatedly remind teams to take a step back, care for themselves and protect their people

- **Schedule and fully take breaks** throughout the day to refresh yourself or your employees
- **Encourage the use of freed-up time** (e.g. from commute) for self-development and well-being
- **Repeatedly remind people** that their well-being are top priority
- **Expand coaching and feedback** to include taking care of mental, physical and emotional states while working from home
- **Support the integration of personal lives while working at home** with virtual moments to introduce kids, partners and pets

How can leaders lead by example while working remotely?

1 Connect and Personalise — 2 Listen and Collaborate — 3 Support and Focus — 4 Lead by Example

Answer tough questions

Use each connection to identify top concerns, address needs and share a collective path forward

- **Courageously ask** for the important questions on your people's minds
- **Conduct remote all-hands meetings or webcasts** so leaders can directly respond to submitted and real-time questions
- **Identify where you may still have questions** and how you are making decisions

Authentically share

Model behaviours using remote technologies and new ways of working

- **Use video in meetings** when possible and virtually connect
- **Share personal stories and** insights from your own remote working experience
- **Use tools, apps and new ways of working** to lead others
- **Set aside unstructured virtual meeting times** so teams can connect and share personal updates

Generate goodwill

Deliberately take action to show kindness and offer support to colleagues virtually

- **Proactively listen** to identify personal needs that can be supported by the organisation or your employee benefits programme
- **Encourage support among colleagues**, including financial support for those most impacted
- **Remember to recognise birthdays and work anniversaries** through virtual celebrations and messages
- **Send a note of kindness or recognition daily** to surprise and delight a virtual team member

Maintaining effective communication during Remote Working

What is the importance of effective communication?

- Maintaining effective communication as your employees work remotely is essential to ensure business continuity especially in times of a pandemic
- Without the routines and casual connections of the workplace, it is very easy for teams and productivity to stagnate and for damaging miscommunications to arise
- Effective communications are critical to ensure safety and well-being, encourage the workforce in difficult times, maximise productivity, and secure the organisation's strength post-crisis

Communication has a "high" to "very high" impact on loyalty

Employees value regular updates on dealing with the pandemic, such as wellness guidance, Work from Home (WFH) best practices, and new policies

Source: https://www.engagerocket.co/pulse-of-the-singapore-workforce

How can I maintain effective communication within the organisation in times of crisis?

Step 1 — Form a crisis response team

Step 2 — Determine internal communication objectives

Step 3 — Develop key messages

Step 4 — Cascade communication

Repeat steps 2 to 4 each time when developing communication materials

How can I maintain effective communication within the organisation in times of crisis? (1/4)

Step 1

Form a crisis response team

Step 2

Determine internal communication objectives

Step 3

Develop key messages

Step 4

Cascade communication

- To effectively direct employees through times of confusion and anxiety, organisations need to form a crisis response team that will take a transparent and centred approach to communicate with employees
- Communications must be managed throughout the organisation to ensure stakeholders are regularly updated on the business response

Who should be involved?

- The people involved must understand the potential implications and help plan for and recover from a crisis
- They can bring in their operational knowledge to the crisis response team
- Create a small, cross functional response team that involves individuals in the following positions:
  - Leadership
  - Human Resources
  - Communications Management
  - Information Technology (IT)
  - Security/Facilities
  - Administrative

What are their responsibilities?

- Their responsibilities include putting into immediate action an inclusive communication plan for the crisis, based on a clear understanding of the audiences, the message to be conveyed, and communication frequency
- The crisis response team must manage events and ensure appropriate actions are carried out based on current impacts of the event, as well as potential risks and impacts
- This includes synthesising advisories from relevant authorities, keeping employees updated on measures to be implemented, assisting in change management and enforcing two-way communication between the management and employees

How can I maintain effective communication within the organisation in times of crisis? (2/4)

Step 1

Form a crisis response team

Step 2

Determine internal communication objectives

- The crisis response team must work with leaders in the organisations to ensure that internal communication objectives are aligned to the organisation's Business Continuity Plan (BCP)
- Determine what information is necessary to contribute to the Business Continuity Plan (Refer to Appendices for a sample of Business Continuity Plan)
- Define a timeline to revisit internal communication objectives

Step 3

Develop key messages

- Key messages are the core points of information that you want your target audience to hear, understand and remember
- Crisis communication points must address feelings and concerns of employees, actions made, resources available and next steps (if any)
- Key messages should be communicated in multi-channels to ensure it has reached the intended audience and to reinforce the key messages for better retention

Step 4

Cascade communication

For more information on Business Continuity Plan, please refer to Enterprise Singapore Guide on Business Continuity Planning for COVID-19
https://www.enterprisesg.gov.sg/-/media/esg/files/covid-19/guide-on-business-continuity-planning-for-covid.pdf?la=en

How can I maintain effective communication within the organisation in times of crisis? (3/4)

Step 1

Form a crisis response team

Step 2

Determine internal communication objectives

Step 3

Develop key messages (contd)

Step 4

Cascade communication

What are the attributes of effective key messages?

Effective key messages have the following characteristics:

- Have no more than 3 key messages in a single template
- Clear and concise
- Consistent with organisation branding, values and direction
- Tailored to each audience
- Appropriate tone of voice depending on the situation
- Easy to remember

How to segment key messages?

- In times of crisis and Remote Working, all communications must be clearly segmented and sent out to the correct group of audience to prevent miscommunication and confusion
- Key messages can be tailored by adapting the language and depth of information after considering the following:
  - Which key messages can be broadcast to the entire organisation?
  - Which key messages need to be segmented based on the audience?
  - What is the level of impact the employees are going to experience?
  - What are the resources that need to be included for each audience segment?

How can I maintain effective communication within the organisation in times of crisis? (4/4)

Step 1

Form a crisis response team

- Organisations must form a solid foundation on how to deliver and communicate key messages across an organisation in a timely manner
- In times of crisis, key messages should be backed by clear corporate authority and cascaded from the top to instill trust and assurance
- It is important to communicate rapidly with stakeholders, control the narrative and to be proactive and not reactive to avoid misinformation spreading and/or increase the anxiety faced by employees

Step 2

Determine internal communication objectives

Determine channel medium

Consider the complexity and importance of getting a key message across. Choose the most appropriate channel medium accordingly.

- Videos: Best retention rate
- Intranet: Easily accessible
- Email: Instant and effortless
- Print: Ease of reference

Evaluate channel effectiveness

Consider the following:

- Are the employees able to access the communication channels easily
- Does the crisis affect the employee's ability to access this channel?
- Are you targeting the right people?
- Does the channel allow employees to express their concerns and be heard?

Step 3

Develop key messages

Step 4

Cascade communication

Case study #1 on Remote Working | TOUCH Community Services

TOUCH Community Services

TOUCH Community Services is a not-for-profit charitable organisation, officially registered in 1992

They specialise in providing services for youths, children, families, seniors and individuals with special needs

They are a multi-service organisation with over 23 locations across Singapore

Photo credits: TOUCH Community Services

Challenges faced

As with many SSAs, TOUCH had to adapt to the provision of services online, except for essential services, due to the implementation of the Circuit Breaker (CB). This required looking into new ways to engage beneficiaries and to create and deliver virtual content effectively.

Some beneficiaries such as families in need and the elderly were affected as they did not have adequate equipment and resources to receive services virtually.

Case study #1 on Remote Working | TOUCH Community Services

Success Factors

High digital-readiness

TOUCH embarked on the **technology transformation** journey way ahead of time. Most employees phased out desktops and were **equipped with the right equipment** to perform their jobs. With the use of **cloud storage**, they were able to seamlessly retrieve the data they need from the comfort of their homes.

Ease of adapting to working from home

Having implemented **Flexible Working Arrangements** (i.e. flexible working hours, WFH and part-time work) since 2000, employees quickly adapted to delivering services from home.

Social media presence and digital capabilities

TOUCH was able to **tap on existing online fundraising channels** to raise funds for beneficiaries. Through the internal sharing of resources and digital capabilities within TOUCH, employees quickly adapted to ways to deliver home-based learning through video conferencing as well as webinars for clients.

Quick tip #1: Adopt a forward-thinking mindset

TOUCH aspires to implement a hybrid model where they can deliver services seamlessly through physical and virtual modes to pre-empt themselves from future unforeseen events.

Quick tip # 2: Communicate and engage staff regularly

TOUCH offered free counselling for their employees who may need support and expanded their flexible cash benefits to cover registered psychotherapy and counselling sessions. Food vouchers for meal deliveries were also given to employees as a way to engage and encourage them. Messages and videos from the Chief Executive Officer (CEO) were also used to continue connecting with the employees.

Case study #2 on Remote Working | Samaritans of Singapore (SOS)

Samaritans of Singapore (SOS) is a non-religious and not-for-profit organisation formed in 1969

They are dedicated to providing confidential emotional support to individuals facing a crisis, thinking about or affected by suicide

Some of their services include Professional Counselling, 24-hour hotline, text messaging service (Care Text), email service (CAREmail) and bereavement support

Photo credits: Samaritans of Singapore

Challenges faced

There was a pertinent need for rapid digital transformation and robust digital connectivity in order to sustain business operations. SOS did not have the IT infrastructure necessary to allow operations to be performed remotely when the pandemic hit Singapore as:

- Employees were not equipped with laptops
- Client data was kept in-house and on paper
- The nature of work performed by the client care team and counsellors required a specific set up to ensure professionalism and client confidentiality
- There was difficulty establishing connection virtually due to sensitivity of issues faced by clients

Case study #2 on Remote Working | Samaritans of Singapore (SOS)

Success Factors

Successful shift of employee mindset

SOS spent considerable time and effort to **help employees understand** the importance of adopting a digital mindset in order to cope with the changing ways of work. SOS employees also had a **strong sense of purpose and commitment** to the work that they do which enabled them to adapt quickly to Remote Working.

Recalibrated Performance Management measures

SOS recognised the need to rethink performance measures given the impact the pandemic has had on employees' work and professional lives. SOS focused on **measuring outcomes** rather than activity (e.g. focus on the number of calls completed vs the number of hours worked) and **trusting** that their employees will perform their job well remotely.

Job Redesign

To improve **service effectiveness**, SOS redesigned the job flow for their CAREmail service by **prioritising** cases that requires urgent attention and setting **internal targets**. They implemented **cloud-based telephony system** in October 2020 and it has enabled employees to make outbound calls to clients from home with safety guidelines. SOS is also constantly exploring **technology** to help enhance and improve their service delivery.

Quick tip: Leverage available grants and schemes

Multiple funding initiatives were given by the Government and NCSS to help organisations affected by COVID-19. With the help of such initiatives, SOS was able to alleviate expenses caused by the purchase of IT equipment, IT infrastructure and safe distancing measures.

Please view Section 5 for the summary of grants and schemes available

Section 3

Managing Manpower Cost

In this section, readers will learn about the National Wage Council (NWC) Guidelines which were released to aid employers understand the different lever they can utilise to manage employees and costs during these unprecedented times. Specific areas covered include implementing the flexible wage system in your organisation, utilising training opportunities to future proof your employees, managing peaks and troughs through time-banking as well as redeploying staff within the organisation.

Lastly, readers can reflect on the case study from Home Nursing Foundation (HNF) on how they utilised redeployment to manage manpower excess and shortages.

A **How do I manage costs using the Monthly Variable Component (MVC)?**

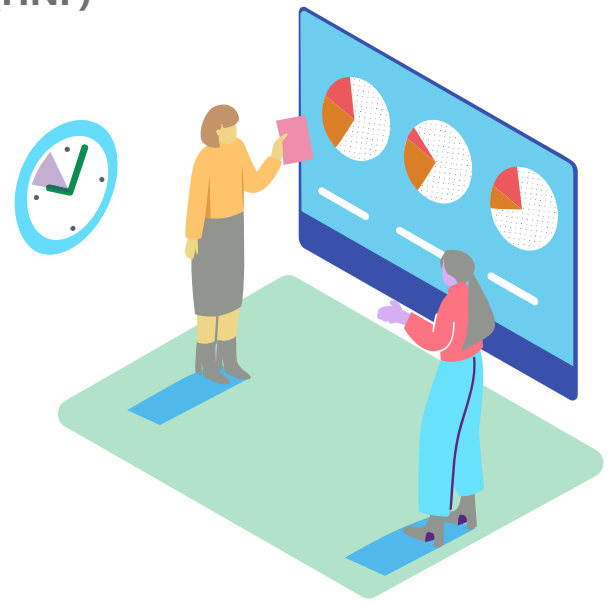
B **How do I train and upskill my staff?**

C **How to implement Flexible Work Schedule (FWS) in your organisation?**

D **How to support employees seeking second jobs?**

E **How to redeploy employees to meet changing business needs?**

F **Case Study on Home Nursing Foundation (HNF)**



NCSS National Council of Social Service

What can I do to manage my non-wage costs and excess manpower? (1/2)

National Wage Council (NWC) Guidelines to reduce non-wage costs and manage excess manpower

A Utilise Flexible Wage System

A flexible wage has a sizeable variable component that allows companies to **adjust wage costs quickly** in severe business downturns

- The NWC advises to include a Monthly Variable Component (MVC) in the salary structure to help employers bring down wage costs in times of economic difficulty

B Focus on Training and Upskilling

Put employees downtime to productive use by **bringing forward planned training** for employees

- SkillsFuture Singapore (SSG) offers extensive course fee subsidies and absentee payroll support

C Adopt Flexible Work Schedules (FWS)

FWS allow employers to **optimise the use of manpower** when they go through cyclical troughs and peaks

- Employers can reduce weekly working hours without adjusting wages, by creating a "timebank" of unused working hours. These banked hours can then be used to offset the increase in working hours in subsequent periods

The NWC reaffirms the approach of having employers recognise the need to take a long-term view of their manpower needs, including the need to maintain a strong Singaporean core

For more information, please refer to:
NWC guidelines: https://www.mom.gov.sg/newsroom/press-releases/2020/0330-national-wages-council-2020-2021-guidelines, https://www.mom.gov.sg/newsroom/press-releases/2020/1016-national-wages-council-supplementary-guidelines-2020-2021
Absentee Payroll: https://www.singaporebudget.gov.sg/docs/default-source/budget_2020/download/pdf/supplementary_annexb9.pdf
Training fees subsidies applied to all sectors https://www.straitstimes.com/politics/skillsfuture-training-support-to-be-extended-to-all-sectors

What can I do to manage my non-wage costs and excess manpower? (2/2)

National Wage Council (NWC) Guidelines to reduce non-wage costs and manage excess manpower

D Support Local Employees Seeking a Second Job

Support Affected Local Employees Who Wish to Seek a Second Job to Supplement their Income

- Employers that implement job-sharing arrangements, shorter work-week, or temporary layoffs should support employees who are interested to take on part-time or temporary work for another employer

E Redeploy Excess Manpower

Move excess manpower into areas where there is increasing demand or new areas of work that have arisen due to changes in business direction or COVID-19

- Employers should consider how they can retrain and redeploy employees in restructured business units to new jobs within the company

The NWC reaffirms the approach of having employers recognise the need to take a long-term view of their manpower needs, including the need to maintain a strong Singaporean core

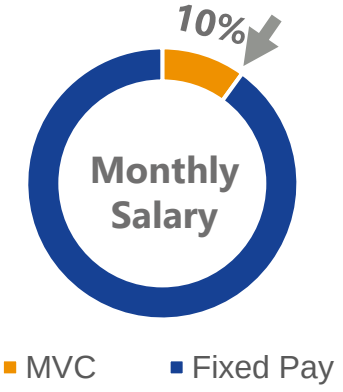
For more information, please refer to:
NWC guidelines: https://www.mom.gov.sg/newsroom/press-releases/2020/0330-national-wages-council-2020-2021-guidelines, https://www.mom.gov.sg/newsroom/press-releases/2020/1016-national-wages-council-supplementary-guidelines-2020-2021
Absentee Payroll: https://www.singaporebudget.gov.sg/docs/default-source/budget_2020/download/pdf/supplementary_annexb9.pdf
Training fees subsidies applied to all sectors https://www.straitstimes.com/politics/skillsfuture-training-support-to-be-extended-to-all-sectors

How do I manage costs using the Monthly Variable Component (MVC)? (1/3)

1. What is the MVC?

MVC is a **"standby" component** to be used by employers to bring down wage costs in sudden and severe business downturns to survive and save jobs.

The **MVC is part of monthly basic salary** and is included in computing overtime payment and CPF contribution.



2. How much should my MVC cover?

Recommended MVC should form 10% of monthly basic salary

3. How does the MVC work?

This is Jane. She earns $1,000 per month, of which 10% of her basic pay is the MVC. I.e.:

- $900 monthly fixed component
- $100 MVC (10% of basic salary)

Scenarios

In normal times:
No change in Jane's take home pay. She will take home $1,000 per month.

During severe business downturn:
To bring down wage costs, Jane's employer ***cut MVC partially, by 5%***.
Jane now takes home $950 which comprises:

- $900 monthly fixed component
- $50 MVC

Important things to note!

1. Activation of MVC percentage can be **lower** than the MVC cap in place
2. If MVC is activated, clear guidelines need to be set to restore the wage cut through future wage increases or adjustments when the business recovers
3. Post-recovery, consider performance/ retention bonus to retain and reward talent

For more information, please refer to:
https://www.mom.gov.sg/~/media/mom/documents/statistics-publications/flexible-wages-for-smes-english.pdf
https://www.mom.gov.sg/covid-19/advisory-on-salary-and-leave
https://www.sbf.org.sg/images/pdf/PBC/Monthly%20Variable%20Component%20Guide_English.pdf

How do I manage costs using the Monthly Variable Component (MVC)? (2/3)

4. How to implement MVC?

- Seek approval from the relevant authorities (e.g. National Council of Social Service (NCSS), Ministry of Social and Family Development (MSF), Ministry of Culture, Community & Youth (MCCY)), your Board of Directors and unions, if you are unionised
- Update your Human Resource (HR) policies and ensure future contracts include the MVC
- You may need to sign new contracts with existing employees depending on legal and union requirements
- Communicate the intention of the MVC, how it will be utilised and when it will be implemented to your employees

5. How much MVC should I activate?

You should activate the MVC quantum based on the following considerations:

1. Cost savings the organisation needs to tide over for the next few months
2. Profile of employees – special consideration should be given to lower income employees to ensure wage cuts do not significantly impact their living wages

Did you know?

As at December 2020, a large majority of SSAs* had not yet implemented the MVC in their organisation

*Poll was done on more than 40 SSAs who attended workshops organised by NCSS

How do I manage costs using the Monthly Variable Component (MVC)? (3/3)

6. How do I incorporate the MVC into wages?

If you have already implemented wage cuts:

Seek approval to convert the wage cut quantum into the variable component.

e.g. you have cut wages across your organisation by 5%. This 5% can be converted into the MVC moving forward.

If you have already implemented wage cuts:

Option 1:

For more immediate implementation, seek approval to convert part of the existing wages into the MVC. You should make sure to communicate this change to employees as soon as possible but also clarify that this does not translate into an immediate wage cut.

Option 2:

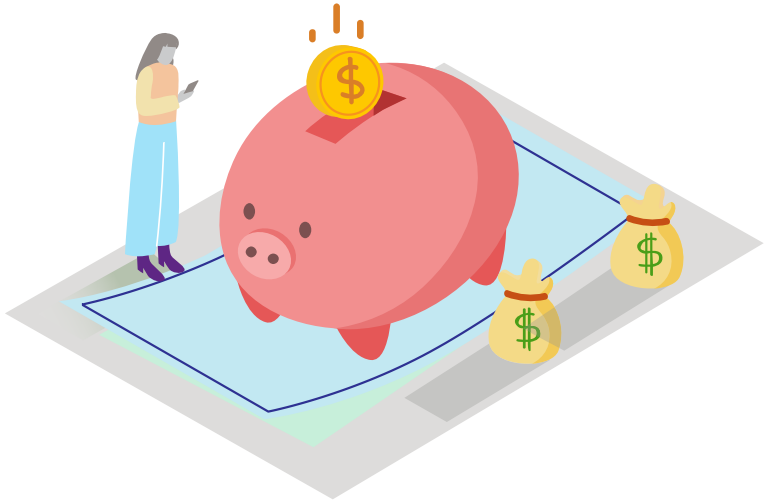
Seek approval to begin introducing the MVC. In your yearly salary increment exercise, salary increments should count toward the MVC.

E.g. if you receive a 5% increment, this additional 5% will now count toward the MVC

Important things to note!

The MVC can be introduced incrementally as you begin to change your compensation policies. Utilise the option that will help you best manage expectation within your organisation!

Even while implementing and activating the MVC, SSAs should reference the Social Service Sector Salary Guidelines and offer competitive salaries for social service professionals, in line with the guidelines.



For more information on the Social Service Sector Salary Guidelines please refer to:
https://www.ncss.gov.sg/social-service-careers/sector-salary-guidelines

How do I train and upskill my staff? (1/2)

1. Why train during such economic times?

The key strategy recommended by Tripartite Partners is **"Future Proof Your Employees"**

To support this, grants and subsidies are available such as the absentee payroll subsidy for employees undergoing training.

Refer to Section 5 on Relevant Grants and Reference Material for more information.

2. How to identify the right training for my employees?

- Perform a Training Needs Analysis
  - A training need is a gap between actual and desired performance that can be closed by training / development interventions

Types of training needs include:

Firm	Based on the firm's overall goals, strategies and objectives
Role / Task	Based on the competencies and skills the job role requires. Information can be taken from the role profile
Person	Based on gaps in desired performance and current performance from the performance review

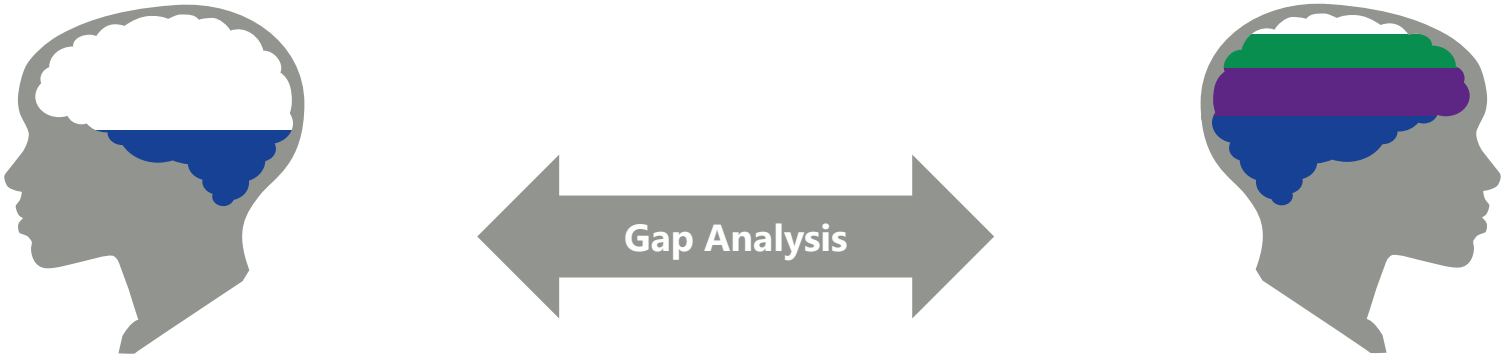
HR considerations

- Ensure training programmes are aligned to training needs
- Provide enough resources to support training programmes
- Plan schedules with business cycles in mind

How do I train and upskill my staff? (2/2)

3. How do I conduct a Training Needs Analysis?

1. Define the competencies required for the role by developing role profiles with skills maps for each job role
2. Conduct a self assessment or an assessment by a supervisor/line manager to understand whether the employee meets the competency descriptor associated with the desired role
3. Determine training needs from gaps identified – gaps can appear in the form of requiring new skills or increased proficiency level of an existing skill



4. What resources can I tap on to start training my staff?

What are Skills Frameworks (SFw)?

Skills Frameworks are an integral component of Industry Transformation Maps. They provide key information on **various sectors** and serve as a **common reference on skills and competencies** required for jobs in that sector.

The Skills Framework (SFw) for Social Service contains information on trends, career pathways, occupations, job roles, skills and competencies and training programmes.
Scan the QR code or visit
https://www.skillsfuture.gov.sg/skills-framework/social-service

How to implement Flexible Work Schedule (FWS) in your organisation?

1. How does the FWS work?

The employee continues to receive his basic monthly wage based on 44 hours of work and applicable allowances

Hours that are not worked are accumulated, either as hours not worked, or as wages already paid

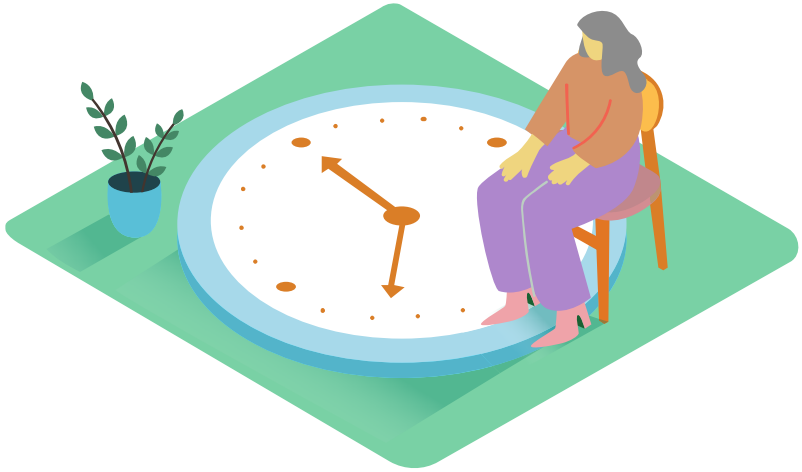
These accumulated hours or wages can be drawn down in future, when the employee clocks overtime hours

When the employee draws down the accumulated work hours, the maximum hours of work under the Employment Act must still be complied with

In other words, they still cannot work more than 12 hours a day or more than 72 hours a month

2. How long does FWS last?

- FWS will be approved for a maximum of **2 years** at a time



3. What do I need to have as part of my application?

Be safe

- Have a good track record in safety and health
- Ensure that employees will not be subjected to hazardous work environment

Get approval

- If unionised, seek the union's approval
- If not unionised, get more than 50% of the affected employees' consent

Explain why

- Justify your need for the FWS though a proposal
- Include the reason(s) why the FWS is needed

Pay fairly

- Ensure that employees continue to receive their monthly basic salary
- Put in place profit sharing or incentive scheme for employees who participate in the FWS

For more information, please refer to:
Flexible Work Schedule (MOM): https://www.mom.gov.sg/employment-practices/flexible-work-schedule#documents-required
FWS example: https://www.mom.gov.sg/-/media/mom/documents/employment-practices/fws/fws-examples.pdf?la=en&hash=19C1A5D3193AD294A3990E7DCD4A0261

How to implement FWS in your organisation? – worked example

Assume a **Regular Work Arrangement** of 44 hours/week, with wages of $10/hour (basic hourly rate).

- Due to COVID-19, the number of working hours has been reduced (from 44 to 30) from Week 1 to Week 4
- Assume regular working hours are resumed in Week 5, with overtime (OT) of 15 hours per week until week 8

Current Arrangement

44 hours/week

Reduced Working Hours

Week 1 to Week 4

30 hours/week

30 hours/week

30 hours/week

30 hours/week

Week 5 to Week 8

44 hours/week | 10 hours of overtime (OT)

44 hours/week | 10 hours of OT

44 hours/week | 10 hours of OT

44 hours/week | 10 hours of OT

Time Banking

Organisation may practice Time Banking, using the unearned wages of Week 1 to 4 to offset Week 5 to 8's additional labour costs

Total wages accrued over 4 weeks:

- Difference in hours: 44-30 = 14
- Unearned wages: 14 * 4 weeks * $10/hour = $560

Employee has accrued $560 worth of wages which can be drawn down from overtime pay

OT offset by accrued wages:

a. Calculate the OT wages payable i.e. 1.5x

b. If OT payable is higher, to top up difference; else, no OT payable.

e.g. Total OT for Weeks 5-8 is 60 hours:

- Total pay for OT = 40 * $10/hour * 1.5 = $600
- Effective OT payable = $600 - $560 = $40

Note: This arrangement is subject to approval by MOM

How to support employees seeking second jobs? (1/2)

How to allow for second jobs?

- If you have already implemented job-sharing arrangements, shorter work-week, or temporary layoffs, consider if contract terms allow affected employees to seek a second job

- Convert employees onto part-time contracts instead to allow for them to pick up a second job

Important things to note!

- Seeking a second job is subject to employee's employment contract – Employees may take on a second job unless the contract prohibits moonlighting or there is a conflict of interest
- Employers are encouraged to waive contractual prohibitions against taking on a second job and help employees resolve conflicts of interest where possible given that they initiated the reduced work hours and reduced salaries to save costs

What should I consider?

Who should be eligible to move into a part-time work contract or work in a second job?

Support should be given to staff whose wages are affected due to disruptions from COVID-19. However, other employees who wish to do so should not be prohibited and must discuss the arrangement with management.

What obligations do I have to such employees under the Employment Act (EA)? What terms should I include in the contract?

As the first employer, you will need to continue to provide all provisions in the EA, subject to pro-ration according to the number of days worked. The secondary employer is strongly encouraged to provide all provisions in the EA as well, even if the staff has not yet worked with you for 3 months.

How to implement the contract while managing business requirements? How do I retain talent while on part-time contract? How do I manage performance?

Discuss with your employee about the expectation of the business needs and what plans you may have, including scheduling requirements. Take a flexible approach to Performance Management, adjusting as needed as you continue in the journey with your employee.

For more information, please refer to:
Part-time employment: https://www.mom.gov.sg/employment-practices/part-time-employment
Second job: https://www.mom.gov.sg/covid-19/second-job-arrangements

How to support employees seeking second jobs? (2/2)

What are some logistical issues I may face and how to address them?

What if my employee gets injured while working for the second employer?

The second employer is responsible for workplace injury compensation as the employee was injured during the course of employment for the second employer.

Who provides medical leave if the employee falls sick on a day when they are working for both employers?

Both employers would be required to provide a pro-rated day of paid sick leave, assuming that the employee has worked for more than 3 months for both employers.

How do I send my employees for training if they take a second job?

Discuss with your employees on the training commitments that may fall on days that he/she is not working for you, and work out a mutually agreeable arrangement.

For more information, please refer to:
Part-time employment: https://www.mom.gov.sg/employment-practices/part-time-employment
Second job: https://www.mom.gov.sg/covid-19/second-job-arrangements

How to redeploy employees to meet changing business needs? (1/2)

1. When to use redeployment?

If your organisation has undergone structural changes, you can redeploy or rotate employees within your company into the roles that have been **enlarged, enriched or restructured through segmentation**

Ways to redeploy

Job Enlargement
Merging tasks from two jobs at the same level into one job

Job Enrichment
Addition of more demanding tasks or tasks that may require additional training

Segmenting
Combining portions of other jobs into new jobs

2. How does redeployment work?

Social Service Agency X has undergone structural changes as a result of COVID-19. The events team is no longer able to conduct physical events while the demand for online engagement has gone up.

As such, the events team's roles will be restructured to move toward more online events while also taking on more work around engaging beneficiaries through online means.

Make sure to provide relevant training for employees who are redeployed and also engage them from the beginning of the journey so as to allay concerns.

3. What must I consider before using redeployment?

Who should be redeployed?
Do these staff have any constraints e.g. willingness to move into a new role?

What training is needed?
When will the training happen and for how long?

How will performance be measured for these new roles/employees who are redeployed?
How should compensation be adjusted for these new roles?

For examples of organisations who used redeployment, please refer to the articles below:
Qantas: https://www.straitstimes.com/asia/australianz/qantas-seeks-to-redeploy-staff-at-woolworths-as-coronavirus-bites
Gardens By The Bay: https://www.straitstimes.com/singapore/jobs/gardens-by-the-bay-partners-union-to-train-staff-for-flexible-deployment-amid-covid

How to redeploy employees to meet changing business needs? (2/2)

If your organisation has undergone structural changes, you can redeploy or rotate employees within your company into the roles that have been enlarged, enriched or restructured through segmentation

Identify areas where demand has increased

Areas where demand has increased may be existing work areas in your organisation or could be entirely new areas of work

Identify skills required to perform in these areas

There are existing tools available for reference such as the Skills Frameworks (https://www.skillsfuture.gov.sg/skills-framework/)

Understand competencies of current employees and identify suitable employees for redeployment

Conduct a review of existing capabilities of all staff within your organisation through a capability assessment

Identify if skills uplift is needed for these identified employees

Plan a training calendar for your staff who need upskilling into the new areas of working you've identified

Case study #1 on Redeployment | Home Nursing Foundation (HNF)

HOME NURSING FOUNDATION 家护基金

Home Nursing Foundation (HNF) is the largest and most established home healthcare service provider in Singapore founded in 1976

They deliver a full suite of home healthcare services including home nursing, home medical, home therapy and social support to their patients islandwide

On average, they care for close to 5,000 patients, making almost 38,000 home visits annually.

Challenges faced

As a result of the Circuit Breaker(CB), the senior care centre and home therapy services were paused due to safety guidelines. This presented an issue as some of the beneficiaries HNF serves are elderly who live alone and need more attention to care for their wellbeing.

While some services paused, ad-hoc requests also came in for more help in performing COVID-19 testing, requiring a ramp up in the work performed by nurses who were already overtaxed in delivering home care services.

Photo credits: Home Nursing Foundation

Case study #1 on Redeployment | Home Nursing Foundation (HNF)

Success Factors

Working with relevant agencies to seek help

HNF worked closely with Agency for Integrated Care (AIC) to seek approval for care staff to be granted access to visit their elderly beneficiaries who lived alone. This partnership was **critical to receiving the go ahead** needed to ensure the wellbeing of their beneficiaries was taken care of even if the centre services were paused during that time.

Care staff were able to provide help such as food delivery and information dissemination to beneficiaries.

Effective training and segmentation of work

As demand for testing increased, HNF quickly **trained care staff** who were displaced as a result of CB to be able to manage logistical aspects of the testing such as safe distancing and set-up of apparatus to **alleviate the burden of nurses**. This provided care staff with work for the period of time their core responsibilities could not be fulfilled and also allowed them to learn new skills which could be used for future work,

Quick tip #1: Partnering helps drive results

HNF tapped on the existing relationship with AIC to push through proposals and applications to allow care staff to receive approvals for the visitations. This was critical in achieving success as the approval needed was time sensitive.

Quick tip #2: Segment work

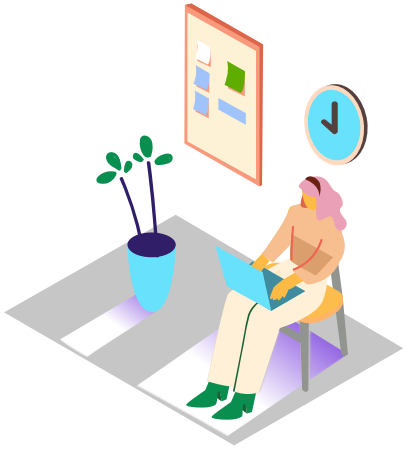
Care staff are unable to perform the swab test themselves, however, HNF identified that the process to support the testing would require additional tasks such as setting up the stations which does not require nursing certification. Thus HNF was able to redeploy staff successfully in a new work area that needed urgent attention.

Appendices

Sample of Business Continuity Plan (BCP)

A Business Continuity Plan (BCP) provide guidelines and information for organisations to minimise disruptions to business operations and ensure that their business operations remain viable in times of unprecedented disasters or crises. A BCP should minimally cover the following:

- Continuity of leadership in the event of absence of key decision makers and executives
- Business continuity team responsible for leading the business continuity response
- Business impact analysis and critical business functions
- Incident response plan
- Procedures to enable the resumption and continuity of business processes



Focus Area	Process/Actions	Outcome	Responsibility	Timeline	Level of criticality
Safe Management Measures	Develop safe management measures and procedures based on advisories released from relevant ministries and authorities	Safe distancing officers have been appointed and trained to conduct safe management measures	Safe Management Officer	Update as needed	GREEN
Policy Development	Changes to flexible working ha…	…ated to stakeholders	…p team Legal team Human Resources team	31 Jan 2021	AMBER
…ample					
Sample					

*This is a sample snippet of a BCP. Organisations should consider implementing the appropriate response measures based on the specific context of their businesses.

For information on business continuity plan for COVID-19, please refer to Enterprise Singapore Guide on Business Continuity Planning for COVID-19
https://www.enterprisesg.gov.sg/-/media/esg/files/covid-19/guide-on-business-continuity-planning-for-covid.pdf?la=en

What are the tools that organisations can use to make the transition to remote ways of working as seamless as possible? (1/3)

Here are some of the recommended basic tools that remote working employees should have

Endpoints

Purpose: Equipment for employees to run business and productivity applications

Example: Laptops, smartphones and tablets

Internet connectivity

Purpose: Connecting endpoints to cloud for both wired and Wi-Fi access

Example: Modems

Home Wi-Fi network

Purpose: Mobility support for virtual environments; connectivity for multiple endpoints

Example: Routers and access points

Monitors

Purpose: Virtual meeting and video conferencing, screen sharing and whiteboarding

Printer & scanner

Purpose: Document reviews, management, and contract execution

Security software

Purpose: Home/public Wi-Fi network security; accessing sensitive company data; support compliance requirements

Virtual desktop

Purpose: Secure and fast access to data and applications; standardisation across employees; access to approved applications and services

Business continuity & recovery

Purpose: Recover from natural disasters and cyberattacks; remain operational after an adverse event; support for compliance requirements

What are the tools that organisations can use to make the transition to remote ways of working as seamless as possible? (2/3)

An effective communications strategy will deliver the right messages at the right time and through the right channels

Platform	Capabilities	Benefits	Drawbacks	When to use	When to not use
Microsoft Teams	• Virtual meetings • Calling • Connected devices • Instant messaging • Associated apps and workflows • Teams pages	• Seamless desktop and app experience • Collaborate easily with groups • Support groups of up to 10,000 • Connected to Outlook for meetings	• Bundled with Office 365 (cannot really be bought separately) • Difficult transition from Outlook-based communication	• When looking for an all-in-one service • If file collaboration is desired • If a seamless mix between app use and collaboration is needed	• When solely looking for video/audio conferencing
Zoom	• Meetings and chat • Rooms and workspaces • Phone system • Video webinars • App marketplace	• Video-first communications • Consolidated services • Support enterprise workflows • Call recording	• Some difficulties in scheduling • Not a hosting/editing tool for things like product demos • Downloading app is required	• When looking for seamless virtual meeting experience • When in need of high-quality video and audio • Large groups	• When looking for interactive work between parties in a call
Mentimeter	• Interactive presentation software • Includes polls, word clouds, Questions & Answers (Q&A), slides, etc. • Add anything personal	• Live input • Engaging • Can compare/analyse data	• Requires active participation • Requires smartphone accessibility • Can have access issues	• When looking for active participation and input • When in need of new information	• When presenting known information • When looking for simplicity of conversation

What are the tools that organisations can use to make the transition to remote ways of working as seamless as possible? (3/3)

An effective communications strategy will deliver the right messages at the right time and through the right channels

Platform	Capabilities	Benefits	Drawbacks	When to use	When to not use
Skype for Business	• Instant messaging • Video and audio conferencing • Call recordings • Call cell phones • Screen sharing	• Good for chat and small group meetings • Connected to Outlook for meetings	• Being phased out by Microsoft • Not great in larger group settings	• Simple chat and video/audio meetings	• When looking for collaboration • Large group meetings
Mural	• Online brainstorming, synthesis and collaboration • "Thinking Canvas" utilising sticky notes	• Facilitate interactive virtual meetings visually • Idea generation and capturing • Very flexible • Group thought	• Difficult to use as a first-timer • Creativity-centric	• Large event facilitation • When trying to capture thoughts from multiple parties • When interactive teaming is requested	• Project management • Daily standups • When sharing concrete information
Jamboard	• Online brainstorming • Acts as digital whiteboard with multiple features to beautify	• Real time collaboration • Easy-to-use interface • Boosts critical thinking • Automatic archiving	• Requires a google account • Limited colour options	• When trying to capture thoughts from multiple parties • When interactive teaming is requested	• When sharing concrete information

Solutions for Social Service Agencies to tap on for job redesign and technology adoption

For all Social Service Agencies

For Social Service Agencies running Residential Homes and Centre-based Programmes

Tech-and-Go

The key highlights of Tech-and-GO! include:

- 80% to 100% funding to defray the cost of technology adoption and/or consultancy
- Fully-funded advisory
- Pre-scoped Professional Help
- Prescoped IT solutions that are effective and affordable
  - Corporate Functions & Other Solutions such as: Accounting Management, E-Procurement System, Document Management, Inventory Management, Learning Management, HR Management System and more
  - Stakeholder Management Solutions such as: Automated Visitor Management, Client Management, Volunteer/Donor Management, Teleconsultation and more
- To find out more about Tech-and-GO!, visit www.ncss.gov.sg/our-initiatives/tech-and-go or contact Tech-and-GO@ncss.gov.sg

VWOs-Charities Capability Fund (VCF)

The Voluntary Welfare Organisations (VWOs)-Charities Capability Fund (VCF) was launched to strengthen the capabilities of VWOs and to improve social services in Singapore.

Under VWOs-VCF, the Innovation and Productivity Grant (IPG) will support projects that aim to bring about

I. Innovations in social services (through piloting new services to meet service gaps or alternative service delivery approaches),

II. Service quality improvements, and

III. Productivity enhancements.

Under IPG, there are 4 types of grants

1. IT Adoption grant
2. Pre-scoped Consultancy Grant
3. Adopting and Scaling of Innovation and productivity Improvements Grant
4. Research Grant

To find out more about VCF-IPG and the different grants available, visit https://www.ncss.gov.sg/NCSS/media/VCF/IPG.html

Tech Booster

The Tech Booster aims to ramp up adoption of ready technologies for manpower-intensive programmes at Adult Disability Homes, Day Activity Centres, Welfare Homes and Voluntary Children's Homes.

Ready technologies include video analytics solutions, robotic technology and an AI-enabled assistant which can help save time spent on manual labour and improve productivity

Subsidies of up to 98% funding for ready technologies, along with Project and Change Management support will be provided through this initiative

- To find out more about Tech Booster, visit www.ncss.gov.sg/Our-Work/Innovation-and-productivity/Tech-Booster

Overview of relevant information on grants, schemes and reference material (1/6)

Resources	Additional Information
Job Redesign (Productivity Solutions Grant – Job Redesign)	Support for Job Redesign under Productivity Solutions Grant (PSG-JR) encourages companies to work with pre-approved consultants to redesign work processes, tasks and responsibilities. Job Redesign can support business transformation and help make jobs more productive and attractive for employees, helping companies to hire and retain good workers to support the business. Participating companies will receive the following for approved projects: a) Up to 70% funding, capped at $30,000 per company. b) Participating companies have up to one year from the date of application approval to complete their job redesign project https://www.wsg.gov.sg/productivity-solutions-grant-job-redesign.html
Jobs Support Scheme (JSS)	The Jobs Support Scheme (JSS) was launched in Budget 2020 and enhanced in the Resilience Budget. The JSS will provide wage support to employers to help them to retain their local employees (Singapore Citizens and Permanent Residents) during this period of economic uncertainty. Support ranges from 25% to 75% (dependent on industry type) of gross monthly wages for every local worker in employment (capped at $4,6000) for 9 months. For the month of April, wage support across all sectors will be raised to 75% of gross monthly wages for the first $4,600 of wages paid in April. First Jobs Support Scheme payout will be in April 2020. Subsequent payouts will be in July 2020 (second payout) and October 2020 (third payout). https://www.iras.gov.sg/irashome/Schemes/Businesses/Jobs-Support-Scheme--JSS-/
Enhancement to Adapt and Grow Initiative	WSG will enhance support under the Adapt and Grow initiative for more directly impacted sectors, such as hotel, retail, food services, tourism, and air transport. As a start, funding support duration for the following existing redeployment programmes will be extended from the current three months to a maximum of six months: a) Job Redesign Place-and-Train (PnT) Programme for Hotel Industry b) Job Redesign PnT Programme for Retail In addition, WSG will introduce the following new programmes to support redeployment: a) Job Redesign PnT Programme for Food Services Industry b) Digital Marketing PnT Programme c) Professional Conversion Programme (PCP) for Meetings, Incentives, Conventions and Exhibitions (MICE), Attractions and Tour and Travel d) PCP for Digital Operations Talents for the Furniture Industry e) PnT Programme for Air Transport Coordinators The enhanced support will be time-limited. https://www.ssg-wsg.gov.sg/budget2020.html

Overview of relevant information on grants, schemes and reference material (2/6)

Resources	Additional Information
Wage Credit Scheme (WCS)	Under the Wage Credit Scheme, the government co-funds the wage increases for Singapore Citizen employees given by qualifying employers. In Budget 2020, it was announced that the government co-funding ratios for wage increases in 2019 and 2020 will be raised from the current 15% and 10%, to 20% and 15% respectively. The qualifying gross wage ceiling will also be raised to $5,000 for both years, up from the current $4,000. https://www.iras.gov.sg/IRASHome/Schemes/Businesses/Wage-Credit-Scheme--WCS-/
Leave of Absence / Stay-Home Notice Support Programme for businesses and SEPs	The Ministry of Manpower (MOM) is providing support to help businesses and self-employed persons (SEPs) who are affected by Leave of Absence (LOA) and Stay-Home Notice (SHN) requirements due to COVID-19. https://www.mom.gov.sg/newsroom/press-releases/2020/0217-loasp-extended-to-those-serving-stay-home-notice
SkillsFuture Mid-Career Support Package	The new SkillsFuture Mid-Career Support Package aims to create more career transition opportunities for locals in their 40s to 50s, and help them remain employable and be able to access good jobs. By 2025, we aim to double the annual placements for this group through reskilling programmes to 5,500 through the following initiatives: a) Increase capacity of reskilling programmes, such as Professional Conversion Programmes b) Hiring incentive to employers who hire local jobseekers age 40 and above through a reskilling programme c) Additional SkillsFuture Credit (Mid-Career Support) for Singaporeans ages 40 to 60 years in 2020 d) Volunteer Career Advisors to provide career guidance to local workers https://www.skillsfuture.sg/midcareersupportpackage

Overview of relevant information on grants, schemes and reference material (3/6)

Resources	Additional Information
Productivity Solutions Grant (Enhanced)	The Productivity Solutions Grant (PSG) supports companies keen on adopting IT solutions and equipment to enhance business processes. PSG covers sector-specific solutions including the retail, food, logistics, precision engineering, construction and landscaping industries. It also supports the adoption of solutions beyond IT that cut across industries, such as in areas of customer management, data analytics, financial management and inventory tracking. As announced at Supplementary Budget 2020, PSG will be enhanced to encourage enterprises to continue their digitalisation and productivity upgrading efforts. The maximum funding support level will be raised to 80% from 1 April 2020 to 31 December 2020. The scope of Generic solutions will also be expanded to help enterprises implement COVID-19 business continuity measures: a) Online collaboration tools b) Virtual meeting and telephony tools c) Queue management systems d) Temperature screening solutions The list of readily adoptable solutions can be found on Tech Depot (https://www.mom.gov.sg/-/media/mom/documents/press-releases/2017/1117-annex-b-factsheet-on-the-tech-depot.pdf). https://www.enterprisesg.gov.sg/financial-assistance/grants/for-local-companies/productivity-solutions-grant
Enterprise Development Grant (Enhanced)	The Enterprise Development Grant (EDG) supports projects that help Singapore companies upgrade their business, innovate or venture overseas, under three pillars: a) Core Capabilities: help businesses prepare for growth and transformation by strengthening their business foundations. These should go beyond basic functions such as sales and accounting. b) Innovation and Productivity: support companies that explore new areas of growth, or look for ways to enhance efficiency. These could include reviewing and redesigning workflow and processes. Companies could also tap into automation and technologies to make routine tasks more efficient. c) Market Access: support Singapore companies that are willing and ready to venture overseas. You may tap into the EDG to help defray some of the costs of expanding into overseas markets. The grant funds up to 80% of qualifying project costs namely third party consultancy fees, software and equipment, and incremental internal manpower cost. For enterprises that are most severely impacted by COVID-19, the maximum support level may be raised to 90% on a case-by-case basis. https://www.enterprisesg.gov.sg/financial-assistance/grants/for-local-companies/enterprise-development-grant/overview

Overview of relevant information on grants, schemes and reference material (4/6)

Resources	Additional Information
Small and Medium Enterprises (SMEs) Go Digital	The SMEs Go Digital programme aims to help SMEs use digital technologies and build stronger capabilities to seize growth opportunities in the digital economy. Benefits to employers: a) Industry Digital Plans provide sector-specific roadmap for step-by-step adoption of digital solutions and training b) Pre-approved market-proven and cost-effective solutions with up to 70% grant support through the Productivity Solutions Grant https://www.imda.gov.sg/programme-listing/smes-go-digital
SkillsFuture Mid-Career Enhanced Subsidy	The SkillsFuture Mid-Career Enhanced Subsidy supports and encourages lifelong learning and helps Singaporeans stay responsive to a changing workplace. It provides mid-career Singaporeans (aged 40 and above) with higher subsidies of up to 90% for training courses. Benefits to employers: a) Help employees in the company to stay responsive to a changing workplace through upskilling and reskilling, thereby boosting employee engagement and retention b) Provides mid-career Singaporeans with subsidies of up to 90% of course fees for over 8,000 SSG-supported courses, and at least 90% of programme cost for MOE-subsidised full-time and part-time courses ranging from Nitec to Postgraduate-1 level in various institutions http://www.skillsfuture.sg/enhancedsubsidy
P-Max	P-Max supports the Place-and-Train scheme by helping SMEs to better recruit, train, manage and retain newly-hired Professionals, Managers, Executives, and Technicians (PMETs) to the new SME work environment. It also encourages the adoption of progressive HR practices through job matching, workshop trainings, post-training follow-ups and an Assistance Grant. Benefits to employers: a) Provides up to 90% funding support from Workforce Singapore (WSG) – SMEs are only required to pay the 10% nett fee portion of respective SME and PMET workshop course fees b) SMEs that successfully complete the six-month follow-up aimed at strengthening HR practices and retain their newly-hired PMET employee(s), will also be eligible for a one-off S$5,000 Assistance Grant https://www.p-max.sg/

Overview of relevant information on grants, schemes and reference material (5/6)

Resources	Additional Information
Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment	Provides advisory on alternative ways on managing excess manpower and responsible retrenchment, including training, redeployment, flexible work schedule, shorter work week and temporary layoff. https://www.mom.gov.sg/-/media/mom/documents/employment-practices/guidelines/tripartite-advisory-on-managing-excess-manpower-and-responsible-retrenchment.pdf
Flexible Work Schedule	Flexible work schedule allows employers to optimise manpower costs and resources, and avoid or minimise retrenchment of excess employees during a downturn. In return, employees are assured of a stable monthly income and greater job security, although they may face some loss of overtime pay. https://www.mom.gov.sg/employment-practices/flexible-work-schedule
MOM Guide on Establishing Good Work-From-Home Practices for Employees	Work @ Home - An Employer's Guide to Implementing ICT-Enabled Home-Based Work https://www.mom.gov.sg/-/media/mom/documents/employment-practices/employers-guide-on-implementing-homebased-work.pdf
MOM Guide on Flexible Work Arrangements	Successful Flexible Work Arrangements – An Employer's Guide https://www.mom.gov.sg/-/media/mom/documents/employment-practices/successful-flexible-work-arrangements.pdf

Overview of relevant information on grants, schemes and reference material (6/6)

Resources	Additional Information
Hiring Incentive	Employers who hired mid-career workers aged 40 and above through the following reskilling programmes will receive additional salary support of 20% for 6 months, capped at $6,000 on top of existing salary support during the training period (1) Professional Conversion Programme (PCPs) (2) Rank-and-File Place-and-Train Programmes (3) Career Transition Programmes by Continuing and Education Training (CET) Centres https://www.wsg.gov.sg/hiring-incentive.html
Workforce Skills Support (WSS) Scheme	Increase incentives for workers to complete Singapore Workforce Skills Qualification (WSQ) and Academic Continuing and Education Training (CET). Full qualifications (FQs) from 1 July 2020. Qualifying income cap increased from $2,000 to $2,300 per month Increase training commitment award for FQs from $200 to $500 Increase annual cap for the Training Commitment Award from $400 to $1,000 https://www.wsg.gov.sg/programmes-and-initiatives/workfare-skills-support-scheme-individuals.html

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