



Work-Life Grant

Better Work-Life Harmony for All



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A. Introduction - Why Work-Life Harmony and Flexible Work Arrangements?

In light of a tight labour market and changes in the workforce demographics, recruitment and retention of employees have been made tougher than ever.

With growth in the importance of managing both personal and work commitments, one of the top requirements that employees today look for is to work in a work-life friendly workplace. A work-life friendly workplace can be supported by the availability of flexible work arrangements¹ (FWAs) that allow employees to vary their work arrangements to suit their individual work-life needs. Many surveys have found an increase in the number of employees requesting for FWAs.

Some benefits of creating a work-life friendly workplace through the offering of FWAs include widening the talent pool that employers can potentially reach out to, offering greater nimbleness in manpower deployment and meeting other business needs, and achieving greater employee engagement and higher productivity. As such, employers are encouraged to take actions to plan and implement FWAs that can support the business and employees' goals in the long term.

In view of these, the Ministry of Manpower (MOM) and the Singapore Workforce Development Agency (WDA), in consultation with the tripartite partners - National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF), jointly developed the WorkPro scheme which seeks to foster progressive workplaces, augment local manpower and strengthen the Singaporean core in our workforce.

The WorkPro scheme comprises three grants and incentive:

- (1) Job Redesign Grant;**
- (2) Age Management Grant;**
- (3) Work-Life Grant; and**
- (4) Recruitment and Retention Incentive**

to encourage the recruitment and retention of local workers.

¹ Refer to Annex A for the types of FWAs recognised under the Work-Life Grant.

B. WorkPro – Work-Life Grant

The Work-Life Grant has two components – a Developmental Grant and a FWA Incentive. Employers may tap on either or both components of the Work-Life Grant.

Developmental Grant
(up to \$40,000, one-off)

- **FOR WHO?** Employers who have just started on their work-life journeys, i.e. those who have implemented minimal FWAs or have not implemented any FWAs but are keen to do so.
- **FOR WHAT?** To help defray the implementation costs of work-life programmes, especially FWAs.

FWA Incentive
(up to \$120,000, disbursed in 3 tranches over 3 years)

- **FOR WHO?** Employers who have implemented some or many FWAs, i.e. a proportion of their employees are already using FWAs on a regular basis.
- **FOR WHAT?** Reward employers to sustain work-life friendly workplaces.



i. Developmental Grant (For Employers)

First \$10,000 *(incentive)*

- Conduct FWA pilot by completing the 6 steps for implementing the FWA pilot.
(refer to page 4 for the 6-step pilot)

Next \$10,000 *(incentive)*

- Formalise the piloted FWAs in the HR policy and communicate it to all the employees.

Last \$20,000 *(reimbursement of the approved expenses incurred for implementing FWAs)*

Co-funds up to 80% on:

- Work-life training
- Work-life consultancy

Co-funds up to 50% on:

- IT infrastructure for FWAs
- Selected employee support schemes

Total Developmental Grant Amount = \$40,000



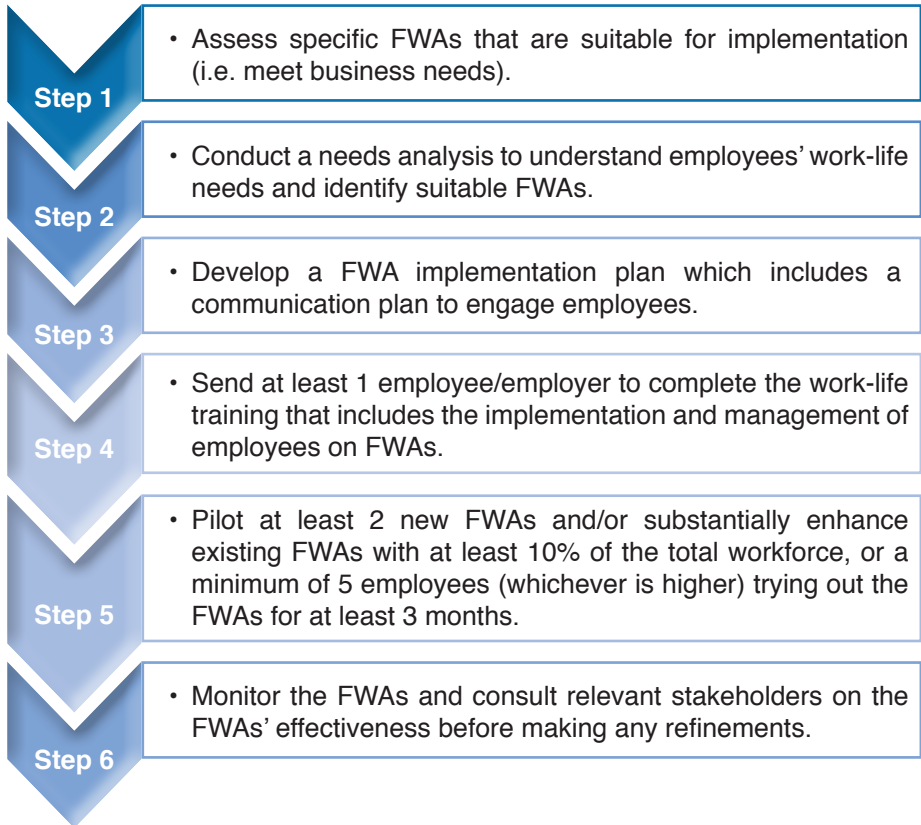
Faced with difficulties in retaining and attracting employees, Mr Lim conducted a needs analysis² by administering employee surveys to find out how he can improve things around the workplace.

From the surveys, he found that a majority of his employees has difficulty in managing their family needs and work commitments, and would want the option to work from home. At the same time, other employees want to decide the start and end time of their work.

Mr Lim then decides to apply for the Developmental Grant and implements 2 new FWAs (telecommuting and staggered hours).

² Refer to Annex B for a list of methods for conducting needs analysis.

6 Steps for Implementing the FWA Pilot



Step 1: Assessing Specific FWAs for Implementation

To find out which FWAs are suitable for the business, employers can review existing business operations and practices to identify areas for improvement. For example, if the nature of business requires the employees to work off-site regularly, offering the option to telecommute will enable the employees to work at convenient locations before or after their meetings instead of travelling from/back to the office. FWAs will enable more efficient use of time.

Step 2: Guide to Conducting A Needs Analysis

A needs analysis will be useful for employers to identify work-life gaps and uncover concerns or misconceptions that the management and employees have regarding work-life programmes. With this, employers can devise work-life strategies that are relevant, effective and sustainable.

An effective needs analysis tool will help employers to identify:

- ✓ Demographic profile of employees
- ✓ Current work-life culture and practices, formal and informal (if any)
- ✓ Employees' work-life needs
- ✓ Existing attitudes towards work-life practices
- ✓ Key business issues (e.g. employee efficiency, absenteeism)
- ✓ Barriers and gaps in current work-life practices

Step 3: Developing a FWA Implementation Plan

For FWAs to be a sustainable business practice, the FWAs that employers implement should fit in with the business goals, workplace culture, management style, and financial capabilities.

The implementation plan should include:

- ✓ Gaining management support for the initiative
- ✓ Setting up a task force to oversee the FWAs implementation
- ✓ Developing written descriptions, guidelines and policies for supervisors and employees
- ✓ Communicating the initiative to all employees
- ✓ Meeting the timeline set for the trial period, review and evaluation

If employers and employees require greater knowledge on implementing and managing FWAs, there is a list of approved Work-Life Grant trainers and consultants that employers and employees can approach for help.

The list of approved Work-Life Grant trainers and consultants can be found on MOM's, NTUC's and SNEF's websites.



Step 4: Sending an Employee/Employer for Work-Life Training

For the purpose of the grant, employers are required to send at least one employee/employer to complete the work-life training.



Step 5: Pilot the FWAs

For a start, employers should pilot the FWAs with 10% of the total workforce. During the pilot, employers should make necessary refinements to ensure that the FWAs are able to meet the needs of the business and employees.



Step 6: Monitor the FWAs and Make Necessary Refinements

After the 3-month pilot, employers should consult the various stakeholders (e.g. employees, management, supervisors) to find out if the FWAs piloted are useful and if any refinements to the FWAs are necessary. Some refinements include changing the time band for staggered hours to better meet employees' needs, or changing the frequency that employees' can telecommute. Once the refinements are made, employers may wish to formalise the FWAs in the HR policy for all employees.

Supporting Documents Required for Claim

For Employers:

1. First \$10,000 – FWA Pilot

- Needs analysis report
- FWA implementation plan, which includes a communication plan
- Work-life training certificate(s)
- Name list of employees involved in the pilot
- Feedback sought from relevant stakeholders (e.g. management, human resource, supervisors and employees)
- Report on the FWA pilot results, including refinements made (if any)
- Receipts (for reimbursement of approved expenses, up to the remaining \$20,000)

2. Next \$10,000 – Formalisation of FWAs in HR Policy

- HR policy stating the formalised FWAs
- Evidence of communication to all employees on the HR policy

Other documentation may be required for the assessment and verification of the application and claim.



With the help of the 6-step guide above, Mr Lim has completed the 3-month pilot and is at the 6th step of the FWA pilot.

To find out if the FWAs are useful for his employees, Mr Lim conducted a short survey to gather feedback from his employees. With some minor refinements made, Mr Lim formalised the FWAs in his company's HR policy and communicated it to all his employees. Mr Lim can now proceed to submit his claim for the Developmental Grant.

Developmental Grant (For Office Building Owners, Management Corporation & Developers)

\$20,000

(reimbursement of the approved expenses incurred)

- **Co-funds up to 50%** on lactation facilities per office building
- Funding is contingent on the completion of works for lactation facilities as stipulated in the letter of undertaking

Supporting Documents Required for Claim

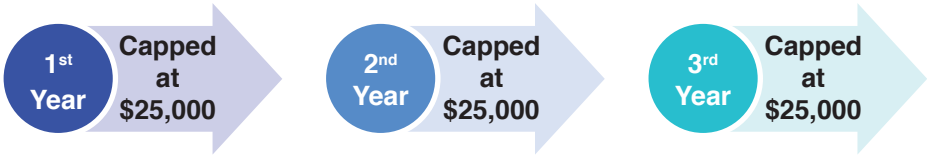
For Office Building Owners / Management Corporation / Developers:

- Receipts (for reimbursement of approved expenses, up to \$20,000)

Other documentation may be required for the assessment and verification of the application and claim.

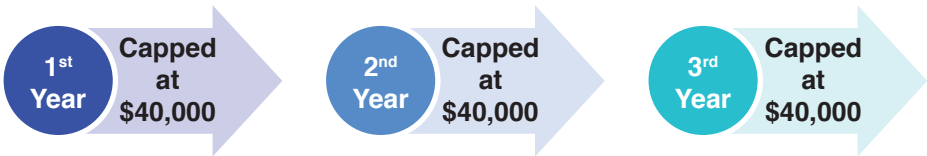
ii. FWA Incentive

1) At least 20% FWA Utilisation



Total Grant Amount at the End of 3 Years = \$75,000

2) At least 30% FWA Utilisation



Total Grant Amount at the End of 3 Years = \$120,000



Employers must fulfill all the **grant requirements** below:

1

- Appoint a work-life ambassador from the senior management.

2

- Have formalised 2 or more FWAs in the HR policy and communicate the policy to all the employees.

3

- Ensure that the workforce has at least 20% or 30% FWA utilisation³, subject to a minimum of 5 employees (whichever is higher). Employees should be utilising the FWAs on a regular basis.
- Half of the employees utilising the FWAs must be Singaporeans.
- No more than 6 in 10 employees on the same FWA type can count towards the 20% or 30% FWA utilisation³ criteria.

4

- Sustain the current FWA utilisation rate at the workplace to receive subsequent tranches of payout.

Supporting Documents Required from the FWA Incentive Applicants

Employers will need to submit the following:

- Name list (most recent month) of employees who are regular users of FWAs.
- When called for verification, employers will be required to submit documentary evidence of FWA utilisation. Documentary proof can be in the form of employment contracts and documentation of agreement between employers and employees on the using of FWAs.
- Employees declared to be using FWAs on a regular basis have to complete an employee survey.

Other documentation may be required for the assessment and verification of the application and claim.

³ Refer to page 8 for the utilisation criteria

C. Points to Note

- ✓ **Users of FWAs** – Employees who are working on a regular basis (i.e. not ad-hoc or casual employees).
- ✓ **Past WoW! Fund Beneficiaries** – Employers can apply for the Developmental Grant and receive up to an additional \$20,000. This is contingent on the fulfilment of all the qualifying criteria and that the work-life strategies put in place had not already been implemented or covered in the previous work-life project funded under the WoW! Fund.
- ✓ **Office Building Owners / Management Corporation / Developers** – BCA Accessibility Fund Beneficiaries - Office building owners / Management Corporation / developers who had applied for the BCA Accessibility Fund for purposes other than building lactation facilities can apply for the Developmental Grant and receive up to \$20,000 for the sole purpose of building lactation facilities.
- ✓ **Successful Work-Life Grant Applicants** – With best practices in place, employers are strongly encouraged to strive for the Work-Life Excellence Award and share workplace practices with others at the Work-Life Conference.
- ✓ **Audit Checks** – Employers may also be subjected to audit checks. If the result of the employee surveys or audit contradicts the grant requirement, the grant administrator reserves the right to reject the claim.
- ✓ **Documentary Evidence** – If employers fail to produce the required documentary evidence, the grant administrator reserves the right to reject the application and claim.



D. Application Details

Who is eligible to apply for the Work-Life Grant?

All Singapore legally registered private organisations, including companies, educational institutions, societies, non-profit organisations, etc. with bona fide operations can apply for the Work-Life Grant.

Related companies (including parent company, wholly-owned / majority-owned / partially-owned subsidiary, associated / affiliated companies, branch, or any other employer with a substantial managerial or functional overlap) should submit only one application.

For application forms, terms and conditions, or queries on how to apply for the Work-Life Grant, please contact the grant administrators:

Grant Administrators

NTUC

Hotline: 6213 8383

Email: workpro@ntuc.org.sg

Website: www.ntuc.org.sg

SNEF

Hotline: 6827 6949

Email: wdm@snef.org.sg

Website: www.sgemployers.com

E. For More Information

More information can be found on the MOM website at www.mom.gov.sg/workpro and the WDA website at www.wda.gov.sg/workpro. For more information on work-life harmony, refer to www.mom.gov.sg/work-life and www.tafep.sg/.

F. Frequently Asked Questions

Q1	Why is the Government providing more incentives for employers to offer FWAs to employees?
A1	<p>We recognise the growing importance of work-life harmony today, and offering FWAs is one way of helping employees achieve this harmony by managing their work and personal needs.</p> <p>Improvements in the availability and take-up of FWAs can also benefit employers in the form of higher employee attraction and retention, improved employees engagement, and increased productivity.</p>
Q2	How much can an employer get after a successful application for Work-Life Grant?
A2	<p>The maximum amount a successful applicant can receive is \$160,000, assuming that it claims successfully for the Developmental Grant and FWA Incentive under the Work-Life Grant.</p> <p>Developmental Grant – a successful applicant can receive up to \$40,000 (employers) or \$20,000 (office building owners/Management Corporation/developers).</p> <p>FWA Incentive – a successful applicant can receive up to \$120,000, disbursed in 3 tranches over 3 years, subject to the fulfillment of the requirements each year.</p>
Q3	How are the types of FWAs recognised under the Work-Life Grant chosen?
A3	The 3 broad categories of FWAs – flexi-time, flexi-place and part-time cover most, if not all of the FWAs offered by employers and utilised by employees in Singapore.
Q4	Apart from the 20% or 30% FWA utilisation requirement, why is there a condition that no more than 6 in 10 employees counting towards this requirement can be on the same FWA type?
A4	This is to ensure a good spread in the provision and use of different FWAs to cater to the varying needs of individual employees.
Q5	Who should employers go to if they need more information or help in introducing work-life strategies at the workplace?
A5	For more information or assistance in introducing work-life strategies at the workplace, please visit the Tripartite Alliance on Fair and Progressive Workplaces (TAFEP) website at www.tafep.sg . Alternatively, you can call 6838 0969 or email query@tafep.sg .

G. FWA Incentive Applicants: Possible Scenarios on How it Works

The following scenarios illustrate whether applicants qualify for the FWA Incentive, and how much they would receive. All scenarios assume that half of those using the FWAs are Singaporean employees.

<p>Scenario A</p>	<p>Employer A has 100 employees and is contemplating to apply for the FWA Incentive. It has 12 employees utilising flexi-time, 4 employees on flexi-place and 4 are on part-time.</p> <p><i>Would Employer A qualify for the incentive? If it qualifies, how much would Employer A receive?</i></p> <p>At least 20% FWA utilization</p> <p>YES.</p> <ul style="list-style-type: none"> ✓ 20% FWA utilisation – 20 employees using FWAs. ✓ No more than 6 in 10 employees counting towards the same FWA type, i.e. 12 employees on flexi-time and 8 employees on other FWAs. ✓ Total of 10 Singaporean employees using FWAs. ✓ Total payout of \$17,500. (First 5 Singaporean employees – \$10,000 and additional \$7,500 for the remaining 5 Singaporean employees)
<p>Scenario B</p>	<p>Employer B has 100 employees and has applied for the FWA Incentive. It has 24 employees on flexi-time and 6 employees on flexi-place.</p> <p><i>Does Employer B qualify for the incentive? If it qualifies, how much would Employer B receive?</i></p> <p>At least 30% FWA utilization</p> <p>NO.</p> <ul style="list-style-type: none"> ✓ 30% FWA utilisation – 30 employees using FWAs. ✗ More than 6 in 10 employees counting towards the same FWA type, i.e. its employees using FWAs are predominantly on flexi-time.

<p>Scenario C</p>	<p>Employer C has 100 employees and is applying for the FWA Incentive. They have a total of 50 employees on the following FWAs: 40 employees on flexi-time, 5 on flexi-place and 5 on part-time.</p> <p><i>Will Employer C qualify for the incentive? If it qualifies, how much would Employer C receive?</i></p> <p><u>At least 30% FWA utilization</u> NO.</p> <ul style="list-style-type: none">✓ 30% FWA utilisation – 50 employees using FWAs.✗ More than 6 in 10 employees counting towards the same FWA type, i.e. its employees using FWAs are predominantly on flexi-time.
<p>Scenario D</p>	<p>Employer D has 100 employees and 50 of them are on FWAs. Of the 50 employees, 18 are on flexi-time, 16 on flexi-place and 16 are on part-time.</p> <p><i>Does it qualify for the FWA Incentive? If it qualifies, how much would Employer D receive?</i></p> <p><u>At least 30% FWA utilisation</u> YES.</p> <ul style="list-style-type: none">✓ 30% FWA utilisation – 50 employees using FWAs.✓ No more than 6 in 10 employees counting towards the same FWA type, i.e. 18 employees on flexi-time and 32 employees on other FWAs.✓ Total of 25 Singaporean employees using FWAs.✓ Maximum payout of \$40,000. (First 5 Singaporean employees – \$10,000 and additional \$30,000 for remaining 20 Singaporean employees)

<p>Scenario E</p>	<p>12 out of Employer E's 20 employees are on FWAs. 6 are on part-time, 5 are on flexi-time, and 1 is on flexi-place.</p> <p><i>Will Employer E qualify for the incentive? If it qualifies, how much would Employer E receive?</i></p> <p><u>At least 30% FWA utilisation</u> YES.</p> <ul style="list-style-type: none"> ✓ 30% FWA utilisation – 12 employees using FWAs. ✓ No more than 6 in 10 employees counting towards the same FWA type. ✓ Total of 6 Singaporean employees using FWAs. ✓ Total payout of \$11,500 (First 5 Singaporean employees – \$10,000 and additional \$1,500 for the remaining Singaporean employee).
<p>Scenario F</p>	<p>300 out of Employer F's 1,000 employees are using FWAs. 180 of them are utilising part-time, 110 are using flexi-time, and 10 are on flexi-place.</p> <p><i>Will Employer F qualify for the grant? If it qualifies, how much would Employer F receive?</i></p> <p><u>At least 30% FWA utilisation</u> YES.</p> <ul style="list-style-type: none"> ✓ 30% FWA utilisation – 300 employees using FWAs. ✓ No more than 6 in 10 employees counting towards the same FWA type. In this case, no more than 180 employees (6/10 X 30% X 1,000 employees) are on 1 FWA. ✓ Total of 150 Singaporean employees using FWAs. ✓ Maximum payout of \$40,000 (First 5 Singaporean employees – \$10,000 and additional \$30,000 for the remaining 20 Singaporean employees).

Annex A - Types of FWAs

The types of FWAs recognised can be broadly classified under flexi-time, flexi-place or part-time in the table below. Other FWAs may be considered on a case-to-case basis.

FWA Type	Definitions and Criteria
<u>Flexi-time</u>	<p>An arrangement in which employees can vary their working time to suit their work and personal commitments so long as they work the total hours agreed for an accounting period - usually a week or month - in the office.</p> <p>For example, employers offering staggered hours would provide employees with the flexibility to vary their start and end time by at least a 2-hour time band (i.e. start from 7.30am - 9.30am, and end accordingly).</p>
<u>Flexi-place</u>	<p>An arrangement in which employees perform work at their own choice of location other than the office. The flexi-place employee may be required to spend certain 'core' times or days in the office to stay in touch with the developments of the establishment.</p> <p>Employees whose usual work routine requires them to operate out of clients' offices or other specific locations are not considered to be telecommuting, i.e. auditors / consultants / construction supervisors / sales staff etc.</p>
<u>Part-time</u>	<p>Employees need to telecommute at least 24 times in a year to count towards the utilisation criteria.</p> <p>Under this arrangement, employees normally work for less than 35 hours in a week. This includes those who work half-days or only some days per week. This excludes employees on compressed work-weeks, as well as casual or temporary staff.</p>

Annex B - Needs Analysis Tools

Type of Tool	Qualitative Tools	When do employers use this?
Formal	<ul style="list-style-type: none"> • Focus groups • In-depth interviews 	<ul style="list-style-type: none"> • When there is a need to probe further into sensitive issues such as: <ul style="list-style-type: none"> ➢ Characteristics of existing work-life culture ➢ Perceived barriers to work-life ➢ Reasons for low utilisation of current work-life programmes and policies ➢ Concerns over implications of implementing new work-life practices
Informal	<ul style="list-style-type: none"> • Employee performance reviews • Lunch-time/tea break chats • Post-meeting employee updates 	<ul style="list-style-type: none"> • When the work culture is relaxed and informal • When clear and consistent communication channels have already been established

Type of Tool	Quantitative Tools	When do employers use this?
Formal	<ul style="list-style-type: none"> • Online surveys • Paper surveys 	<ul style="list-style-type: none"> • When a large number of employee are to be surveyed • When an extensive range of information needs to be gathered • When privacy is an issue

TIPS! – Consider using existing instruments (e.g. employee satisfaction survey) as the needs analysis tool.

Work-Life Grant under the WorkPro Scheme

Brought to you by:



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