



Tripartite Alliance for
Fair & Progressive Employment Practices



Tripartite Alliance Award Briefing Session: Age Inclusive Practices Category

Agenda

- ❖ Award Assessment Criteria
- ❖ Overview of Age Inclusive Practices Category
- ❖ Observations: Key Characteristics of Past TAA Exemplary Employer
- ❖ Summary
- ❖ Q&A
- ❖ Feedback & End

Assessment Criteria

❖ While the specific criteria vary for each category, organisations should demonstrate how they value their workforce and facilitate the progress of their workforce through their practices in these key areas, namely:

- **Business case** for implementing the strategies and practices of respective award categories
- **Management commitment** demonstrated toward enabling the success of implementation
- Range and extent of the various **policies, programmes and communications** to facilitate consistent implementation and sustainability
- **Effectiveness** of the strategies and programmes
- Commitment to **continuous improvement**

Assessment criteria are reflected in the **four main questions** of the application form

Age Inclusive Practices

What it is about

Age Inclusive Practices Category

Recognises organisations with:

Age-inclusive
workplace practices
that provide equitable
support to enable
workers of all ages to
contribute and succeed

Deliberate recruitment
and support for older
workers' continued
contribution

Policies and
programmes that
prepare workers to
remain relevant
throughout their careers

Practices that enable long
and sustainable careers

Levelling the Playing Field - Equal Treatment vs Tailored Support



Deep Dive into the Four Main Questions

Policies and practices that are still relevant in the last 2 years

Q1: What **strategies does your organisation implement to create an age inclusive workplace? Please include any key enhancements or improvements made over the **last 2 years**. How have these strategies contributed to **organisational performance**?**

Key areas we look out for

- ❖ Rationale for implementing age inclusive practices
 - ☐ Organisational values, mission, vision
 - ☐ Business strategy – Talent management strategy, knowledge management and transfer
- ❖ Success indicators – Examples: lower attrition rate of older workers, workers are confident of development and progress in the organisation regardless of age
- ❖ Advocation of age inclusive practices – Examples: showcasing practices to encourage other businesses to emulate, sharing the benefits of age inclusive workplaces in media, publications, etc.

Q1: What **strategies does your organisation implement to create an age inclusive workplace? Please include any key enhancements or improvements made over the **last 2 years**. How have these strategies contributed to **organisational performance**?**

Examples of practices

Business case to implement AIP

- What is the rationale in implementing AIP?
- How does AIP align to your organisation's business goals?

Clear strategies, policies and programmes

- What are the formalised programmes and policies that contributed to the success of AIP?
- How does organisation's culture support these programmes and policies?

Success indicators

- How did the implementation of AIP positively impact business outcomes?
- What are other positive outcomes as a result of AIP?

Q1: What **strategies** does your organisation implement to create an age inclusive workplace? Please include any key enhancements or improvements made over the **last 2 years**. How have these strategies contributed to **organisational performance**?

Common gaps in application forms

❖ Lack of alignment with business needs

- ☐ Be clear on the need to implement age inclusive practices to fulfil business needs or as part of business strategy
- ☐ Showcase the business advantages with the implementation of age inclusive practices

❖ Absence of success indicators

- ☐ Provide concrete evidence such as attrition rate, business growth and process improvement due to age inclusive practices

Q2: How does your organisation's **management demonstrate its **commitment** towards an age inclusive workplace. Please include any key enhancements or improvements made over the **last 2 years**.**

Key areas we look out for

- ❖ Communication of the organisation's philosophy and value on age inclusiveness by senior leaders and management
- ❖ Leading by example to exemplify commitment – Example: cultivating a life-long learning culture, investing time, effort and resources in the implementation of age inclusive practices
- ❖ Cascade these values to employees through middle management and supervisors
- ❖ Accountability by management – Example: incorporating values of age inclusiveness into management KPI, employee and climate surveys relating to age inclusive practices, transparency in workplace communications

Q2: How does your organisation's **management demonstrate its **commitment** towards an age inclusive workplace. Please include any key enhancements or improvements made over the **last 2 years**.**

Examples of practices

Strategic direction of senior management

- How does the senior management communicate the values of age inclusiveness within the organisation?

Exemplify commitment

- How does the senior management demonstrate their commitment in building an age inclusive workplace?
- Are there any management-led campaigns or programmes that promotes age inclusiveness?

Accountability

- How is the management held accountable for the success of AIP?
- What are the success indicators to measure management impact on AIP?

Q2: How does your organisation's **management demonstrate its **commitment** towards an age inclusive workplace. Please include any key enhancements or improvements made over the **last 2 years**.**

Common gaps in application forms

- ❖ Lack of evidence in senior management involvement in promoting age inclusive practices
 - ☐ Outline clearly management's effort and involvement to nurture age inclusiveness in the workplace
 - ☐ Provide examples of how the importance of age inclusiveness is communicated to everyone in the organisation
- ❖ Did not demonstrate accountability towards the success of implementation
 - ☐ Explain how management are held accountable to ensure age inclusive practices are implemented successfully in the organisation
 - ☐ Provide information on climate surveys or employee opinion survey relating to age practices

Q3: Demonstrate the **extent** of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.

[Hiring and Retention]

Key areas we look out for

❖ Deliberate effort to hire older workers:

- ☐ Attract and encourage older workers to apply – Example: job posting stating “Job suitable for older workers”, “Seniors are welcome to apply”
- ☐ Work with agencies to target recruitment efforts at older workers – Example: e2i, Skills & Workforce Development Agency (SWDA)
- ☐ Structured hiring process to ensure non-biasness during selection – Example: training hiring managers on unbiased hiring, requiring documentation via interview elevation form

❖ Effort to retain older workers through re-employment

- ☐ Engage older workers due for re-employment early [> 6 months]
- ☐ Keep older workers relevant – Examples: offering opportunities as mentor, upskill and reskill to keep them relevant to changing business needs

❖ Programmes and policies targeted to retain older workers:

- ☐ Assessing career or personal life needs through surveys, focus group, etc.
- ☐ Implementing targeted approach to address these needs

Q3: Demonstrate the **extent** of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.

[Hiring and Retention]

Examples of practices

Structured recruitment process

- How does the organisation ensure a fair recruitment process?
- How does the organisation make a deliberate effort to encourage older workers to apply for a position?

Re-employment policies and strategies

- How does the organisation engage employees due for re-employment?
- What is the organisation's strategy to prepare re-employed workers for an extended career?
- What are some policies to facilitate continuous contribution towards the organisational goals?

Retention strategies

- How does the organisation assess the work-life needs of employees due for re-employment?
- Are there any other programmes to promote the retention of employees?

Q3: Demonstrate the **extent** of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.

[Hiring and Retention]

Common gaps in application forms

- ❖ Simply stating that the organisation's hiring practices is aligned to the TGFEP
 - ☐ Provide details on how fair hiring is achieved, such as, having an interview panel, using technology to ensure fairness
- ❖ Did not show evidence of deliberate effort to encourage or attract older workers to apply
 - ☐ Provide examples and describe efforts to encourage or attract older workers to apply
 - Example: working with employment agencies such as e2i, SWDA
- ❖ Companies did not emphasize how engagement is done for re-employment of older workers
 - ☐ Provide more details on what is discussed during the engagement for re-employment, such as, the worker's wish to continue working, working arrangements available and job expectations during re-employment
 - ☐ Even when there is "no re-employment" (i.e. employee continues to work beyond re-employment age), companies should engage employee on skills and knowledge to stay relevant

Q3: Demonstrate the **extent of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.**

[Development]

Key areas we look out for

❖ Job redesign effort to enable workers of all ages:

- ☐ Implementation of technology – Example: automation for routine tasks and machinery for manual tasks
- ☐ Redesign job processes – Example: streamlining of workflows

❖ Preparation of workers for the future of work:

- ☐ Skills analysis to identify skills gaps – including skills of the future (e.g. implementation of Artificial Intelligence)
- ☐ Offer fair and equal learning opportunities for capability development to prevent skill obsolescence

❖ Performance management:

- ☐ Performance criteria are communicated clearly to all employees and applied consistently
- ☐ Train managers and supervisors on conducting fair performance appraisal

❖ Reward and recognition opportunity is applied fairly:

- ☐ Progress and promotion opportunities are offered fairly to all employees regardless of age

Q3: Demonstrate the **extent of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.**

[Development]

Examples of practices

Job redesign

- How does the organisation redesign job roles, job process and work environment to enable employees to work efficiently and effectively?

Performance and recognition

- How does the organisation recognise the contribution of its older workers?
- How does the organisation ensure fair performance management regardless of age?

Development for future of work

- How does the organisation prepare its workforce to take on new roles?
- How does the organisation prepare its workforce for changing business environment so that they remain relevant and appropriately skilled?

Q3: Demonstrate the **extent of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.**

[Development]

Common gaps in application forms

- ❖ Did not explain what job redesign is done to help workers perform effectively
 - ☐ Describe how the redesign of job help workers to continue to be productive regardless of age
 - ☐ Provide examples of how the job redesign has help to reduce workplace injury
- ❖ Only broad mention on training and development
 - ☐ Be specific on the implementation of development framework and how it allows employees to continue to stay relevant
 - ☐ Share how future skills are identified and training roadmap designed to obtain these skills
- ❖ Did not share how performance indicators are communicated and performance issues are managed
 - ☐ Provide information on how performance is assessed and biases are prevented during appraisal
 - ☐ Share how performance matters are communicated to employees and addressed

Q3: Demonstrate the **extent of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.**

[Engagement]

Key areas we look out for

- ❖ Conflict management:
 - ☐ Train managers and supervisors to resolve conflict between the multigeneration workforce objectively and fairly
- ❖ Leverage the strengths of the multigeneration workforce:
 - ☐ Conscious effort to create work teams consisting members from different generations
 - ☐ Structured programmes and policies to facilitate knowledge/skill transfer
- ❖ Implementation of programmes and policies to address the changing priorities of employees:
 - ☐ Work-life programmes such as flexible work arrangements and part-time work
- ❖ Communication strategy to facilitate conversations on employees' needs and available programmes
- ❖ Promote healthy living for a longer career runway

Q3: Demonstrate the **extent** of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.

[Engagement]

Examples of practices

Promoting cohesive collaboration

- What are some strategies to ensure the multi-generational workforce works together harmoniously?
- How does the organisation tap on the strength of a multi-generational workforce?

Employee engagement

- How does the organisation address the changing priorities, preferences and family responsibilities of a multi-generation workforce?
- What are some available feedback/conversation channels offered by the organisation?

Long-term employment

- How does the organisation promote healthy living for the employees so that they are fit for long-term employment?

Q3: Demonstrate the **extent of your organisation's current age inclusive practices. Where applicable, please highlight any key enhancements or improvements made over the **last 2 years**.**

[Engagement]

Common gaps in application forms

- ❖ No examples of effort to encourage collaboration
 - ☐ Provide details on what are the programmes and policies in place to foster collaboration between employees, especially between employees from different generations
 - ☐ Explain how managers and supervisors manage and resolve conflicts amicably
 - ☐ Showcase the benefit and outcome of the collaboration
- ❖ Did not provide more information on how programmes and policies are kept relevant
 - ☐ Explain what has been done to understand the changing priorities of employees
 - ☐ Provide information on how these needs are addressed to help employees manage their work and life
 - ☐ Showcase the outcome, such as, better productivity or better retention
- ❖ Insufficient information on the health programmes to keep employees fit for long-term employment and the rationale behind the implementation of these programmes
 - ☐ Explain why the health programmes are offered – Example: health survey, trend noticed from medical check-ups
 - ☐ Showcase the outcome – Example: lesser medical leave required, improvement in general health

Q4: Describe how your organisation is committed to the **continuous improvement and enhancement of its age inclusive strategies and practices. Share the initiatives planned **over the next 2 years** to further strengthen these areas.**

Key areas we look out for

- ❖ Responding to the external environment and reviewing policies to meet business needs
 - ❑ Example: aging population and the increase in mature PMEs in the workforce
- ❖ Methods and channels used to keep abreast of trends and best practices
 - ❑ Examples: conduct industrial benchmarking of practices, refer to surveys and research on global trends
- ❖ Tap on government initiatives and assistance to improve age inclusive practices
- ❖ Future plans on how the organisation's age inclusive practices may evolve and improve:
 - ❑ Innovative practices or programmes that the organisation may implement



The focus of this question is on the **ongoing improvement of organisational practices**, not on employees upskilling or continuous development.

Q4: Describe how your organisation is committed to the **continuous improvement and enhancement of its age inclusive strategies and practices. Share the initiatives planned **over the next 2 years** to further strengthen these areas.**

Examples of practices

Responding to changes

- How does the organisation review policies in respond to changing business environment and employee needs?

Benchmarking

- How does the organisation keep itself abreast of local and international best practices on AIP?

Continuous improvements

- What are the some projected plans in the next 1 to 2 years to improve age inclusive practices?

Q4: Describe how your organisation is committed to the **continuous improvement and enhancement of its age inclusive strategies and practices. Share the initiatives planned **over the next 2 years** to further strengthen these areas.**

Common gaps in application forms

- ❖ No concrete actions on how companies keep themselves updated on trends and practices
 - ☐ Provide details on initiatives for sensing industrial trends and practices
- ❖ Lack of information on how policies are reviewed in accordance to changing trends
 - ☐ Share how the company responds to new trends and practices with updated initiatives and policies
 - ☐ Share the plans in the foreseeable future to improve on current age inclusive practices
 - ☐ More information on innovative practices is encouraged

Observations: Key Characteristics of Past TAA Exemplary Employer

These are the key values generally held by exemplary organisations



Trust & Inclusivity

- Fostering an environment where every voice is heard
- Embracing diversity and promoting inclusion



Respect & Empathy

- Treating everyone with dignity and respect
- Showing empathy towards employees' needs and concerns



Genuine care for employees

- Provide a safe and supportive workplace
- Prioritising employee well-being

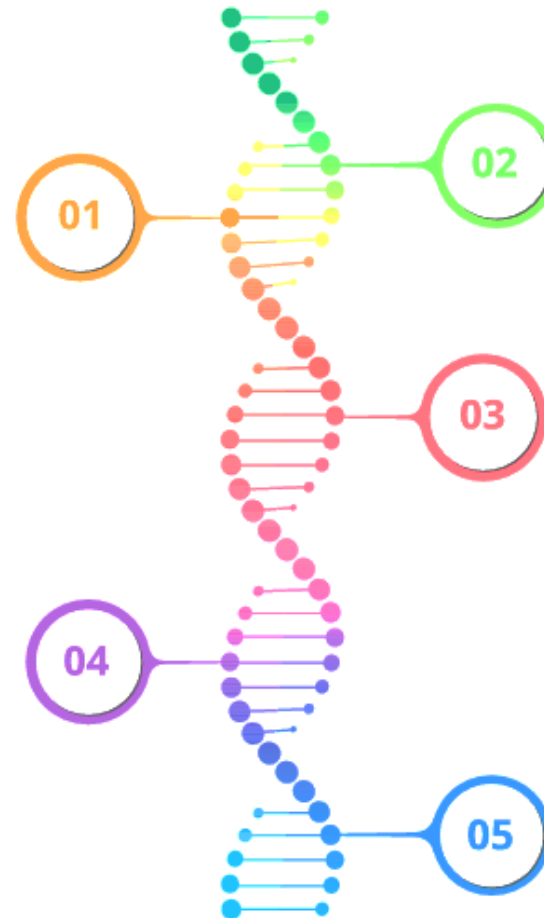
Exemplary employers typically possess the following five elements in their DNA

Collaborative Networks

- ❖ Cultivate **mutual trust** and social capital within the organisation.
- ❖ Encourage **open and transparent communication** and **facilitate relationships**

Talent Optimisation

- ❖ Invest resources and **provide fair opportunities** to enable employees to reach full potential



Employee Voice

- ❖ Value employees' feedback in a **safe environment**
- ❖ **Take appropriate actions** based on feedback

Continuous Evolution

- ❖ Embrace change to **improve** practices to achieve superior business outcomes
- ❖ **Experiment with new ways of working** and **leverage data to track and measure effectiveness.**

Holistic Care

- ❖ **Respecting** the well being of employees over their life span with them

Summary

Summary

- ❖ Use **guiding questions** in the application form when answering the questions to ensure thorough and relevant responses
- ❖ Share your organisation **current practices & policies**
 - ☐ Include any enhancements or improvements made over the last 2 years (where applicable).
 - ☐ Avoid using words such as 'could', 'should' and 'will' as they create ambiguity about whether the practices described are reflective of current practices, unless you are sharing about the organisation's plans to be executed (e.g., in Q4).
- ❖ Avoid broad statements; and substantiate your responses with **relevant and specific examples or evidence** (e.g. name of programmes, qualitative or quantitative data)
 - ☐ Use 1H and 5Ws to help you
- ❖ While there are no word limit for the questions, **be concise in your responses** and refrain from providing a laundry list without supporting information
 - ☐ As a guide, the word count should be between 500 – 700 words