



Tripartite Alliance for
Fair & Progressive Employment Practices



Tripartite Alliance Award Briefing Session: Fair and Progressive Employment Practices category

Agenda

- Award Assessment criteria
- Overview of Fair & Progressive Employment Practices category
- Observations: Key Characteristics of Past TAA Exemplary Employers
- 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

Overview of Fair and Progressive Employment Practices category

What it is about

FAIR, RESPONSIBLE & PROGRESSIVE EMPLOYMENT PRACTICES (FPEP) CATEGORY

Recognising organisations that build a fair, responsible and progressive workplace



Tripartite Alliance for
Fair & Progressive Employment Practices

A FAIR, RESPONSIBLE & PROGRESSIVE WORKPLACE



WHAT WE SEE

The practices and initiatives that organisations implement and demonstrate



FAIR & RESPONSIBLE PRACTICES

Uphold fair and responsible workplace and people practices



INCLUSIVE CULTURE PROGRAMMES

Proactively cultivate an inclusive culture



POLICIES & PRACTICES THAT BUILD STRONG EMPLOYEE RELATIONS

Consciously build strong employee relations through policies and practices



FUTURE-LOOKING PRACTICES

Constantly scan the external environment to assess and anticipate the potential impact on the business and workforce



HOW WE GET THERE

The approach and systems that turn commitment into action



ORGANISATIONAL STRATEGY

Deliberate strategies and systems to embed fair, responsible and progressive employment practices



WHAT UNDERPINS IT

The foundation that drives and sustains everything



MANAGEMENT COMMITMENT & LEADERSHIP

Leadership values, governance and accountability that underpin a fair, responsible and progressive workplace



Strong commitment enables effective strategies.

Effective strategies drive meaningful practices. **Together, they create lasting impact.**

1. What **strategies** does your organisation implement to create a fair, responsible, and progressive 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

- **WHY** - Business case for implementing FPEP
- **HOW** - Key strategies, policies or programmes that contribute to the organisation's successful implementation of FPEP
- **HOW** it is supported by the organisation's values and culture
- **WHAT** - The success indicators and outcomes of implementing the strategies, policies, or programmes in the organisation

Key aspects of organisation's **strategies** to implement FPEP & how it impacted **organisational performance**

Clear business case

- Why should organisations prioritise the implementation of FPEP in workplaces?
- What are the benefits of implementing FPEP for the organisation?
- What are the risks if FPEP are not implemented?

Formalising the strategies

- How do FPEP align with the core values of an organisation?
- How can we ensure that our commitment to FPEP is reflected in our policies and actions?
- How does the implementation of FPEP align with the organisation's long-term vision and mission & business strategy?

Identified success indicators

- How does the implementation of FPEP impact the organisation?
- How can organisations measure the impact of FPEP?
(i.e. effectiveness of the policies, programmes or practices)

Things to look out for when answering Q1

Common gaps in application forms	Suggestions
1.Absence of a business case	Explain why implementing the FPEP is important either to address specific business needs or to fit into the broader business strategy.
2.Lack of success indicators and results, or relying on broad statements without providing supporting evidence <i>e.g., “As a result of implementing fair and progressive employment practices, employees are happier as they feel connected with each other; the engagement of employee is getting stronger.”</i>	Provide <u>concrete</u> evidence of positive outcomes in areas such as: • Business: e.g., year-on-year business growth, recognition in other employment/human-resource related awards, etc • Customers: e.g., higher satisfaction rate, more positive feedback, etc • Employees: e.g., lower attrition rate, improved employee engagement scores over the years, etc This can be in the form of quantitative data and/or qualitative examples (e.g., quotes from employees, customers).

2. How does your organisation's management **demonstrate its commitment** towards a fair, responsible, and progressive workplace. Please include any **key enhancements or improvements** made over the last 2 years.

Key areas we look out for

- **Communication & Role model:** How management/senior leaders communicate and role model their philosophy and direction in adopting fair, safe, responsible and progressive employment practices in the organisation
- **Accountability & Outcome:** How management is held accountable for the implementation and sustainability of FPEP, and are measured for the implementation and success of FPEP

Key aspects to demonstrate **management's commitment** to FPEP

Setting & Communicating the strategic direction

- What do senior leaders do to set and communicate their management philosophy and direction in the areas of FPEP within the organisation? (e.g. how can FPEP support the business strategy?)

Role modelling

- How do senior management/middle managers/supervisors cascade these values and behaviours in their operational decision making and interactions with employees?

Accountability

- How are senior leaders measured for its impact on the outcomes of the implementation of FPEP?
- How senior leaders are held senior leaders accountable for the implementation and success of FPEP?

Things to look out for when answering Q2

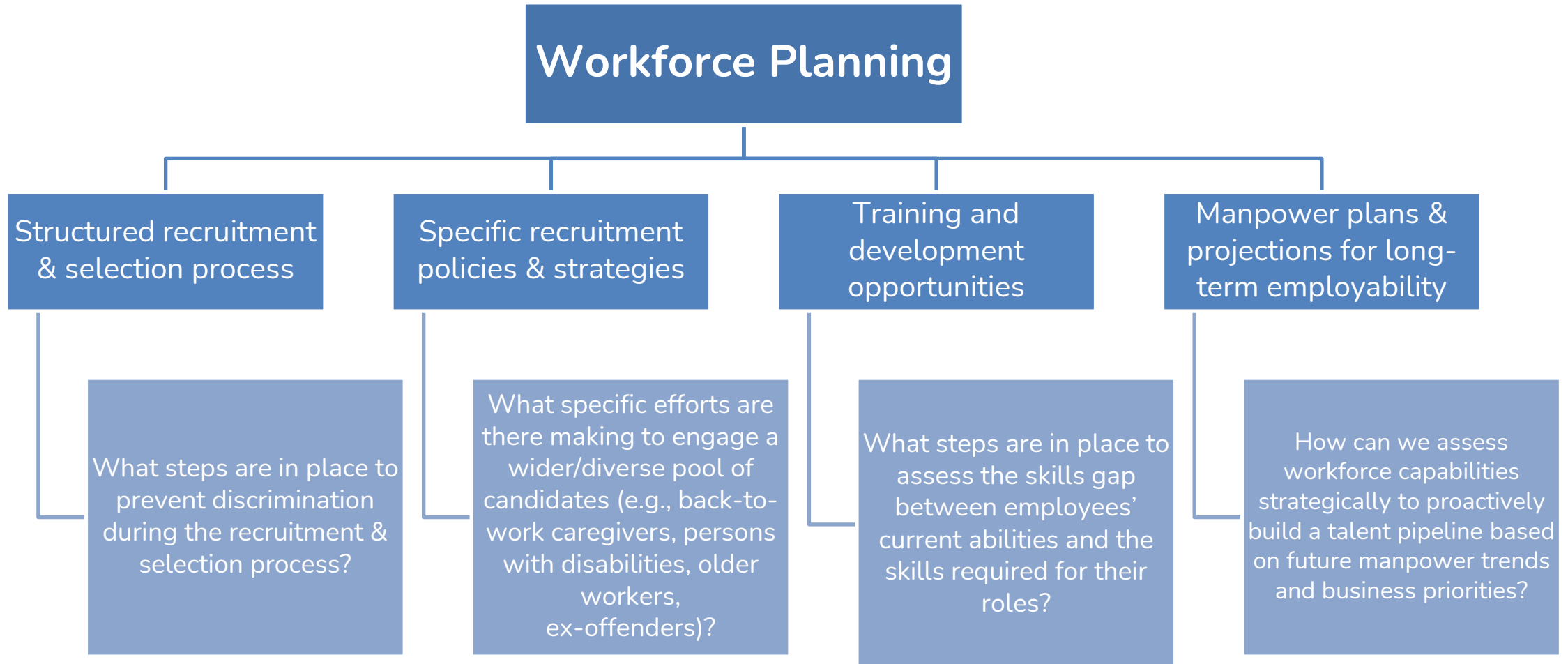
Common gaps in application forms	Suggestions
1.Share companies practices without any connection or reference to actions taken by management	Share <u>specific</u> examples of actions and statements by management. For instance, highlight:
2.Share generic information about management commitment with no elaboration <i>e.g., Senior leaders regularly interact with employees through formal or informal platforms to gather feedback, explain policies, and establish connection and trust.</i>	• <i>relevant key policies/practices management has <u>spearheaded</u> or <u>championed</u> and explain why and how they spearhead/champion these policies/practices and any impact on business and employees.</i> • <i>engagement sessions with employees, including details such as the actual platforms used (e.g. townhall), frequency and topics.</i>
3.Lack of evidence regarding management accountability and effectiveness in implementing FPEP	• Explain how management are held accountable and how effectiveness is assessed. For instance, through methods such as employee opinion survey (EOS) and Management KPIs, etc. • Provide details on the specific EOS question(s) and KPIs used for these purposes.

3. Demonstrate the **extent** of your organisation's current fair, responsible, and progressive practices. Where applicable, please highlight any **key enhancements or improvements** made over the last 2 years.

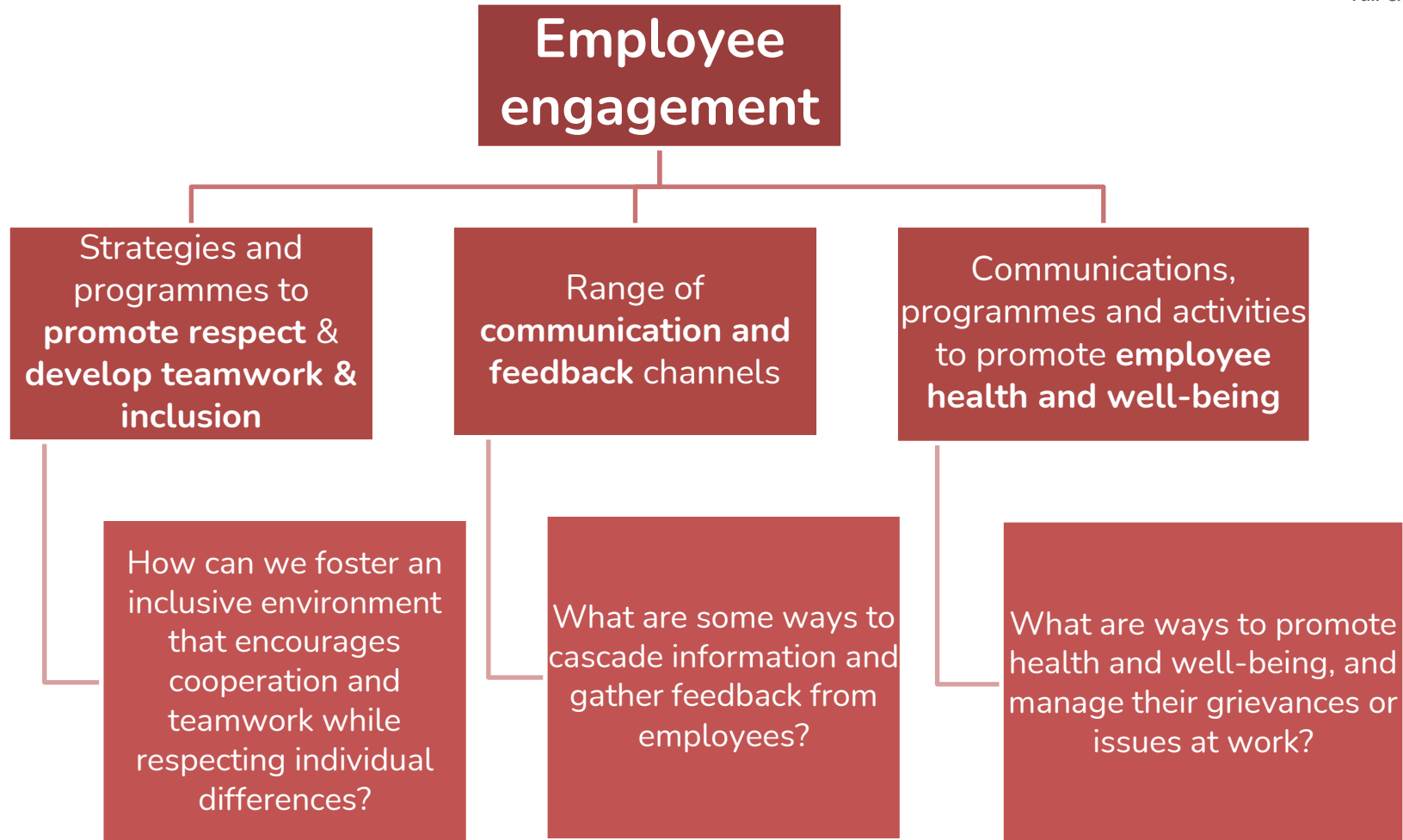
Key areas we look out for

- 3 broad areas: **Workforce Planning, Employee Engagement, Rewards & Recognition**
- How the organisation has **applied** the tripartite guidelines, advisories and standards, where relevant e.g., *Tripartite Guidelines on Fair Employment Practices, Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment, the Tripartite Standards on Fair Recruitment / Grievance Handling, etc.*
- **Highlight** any noteworthy achievements/programmes

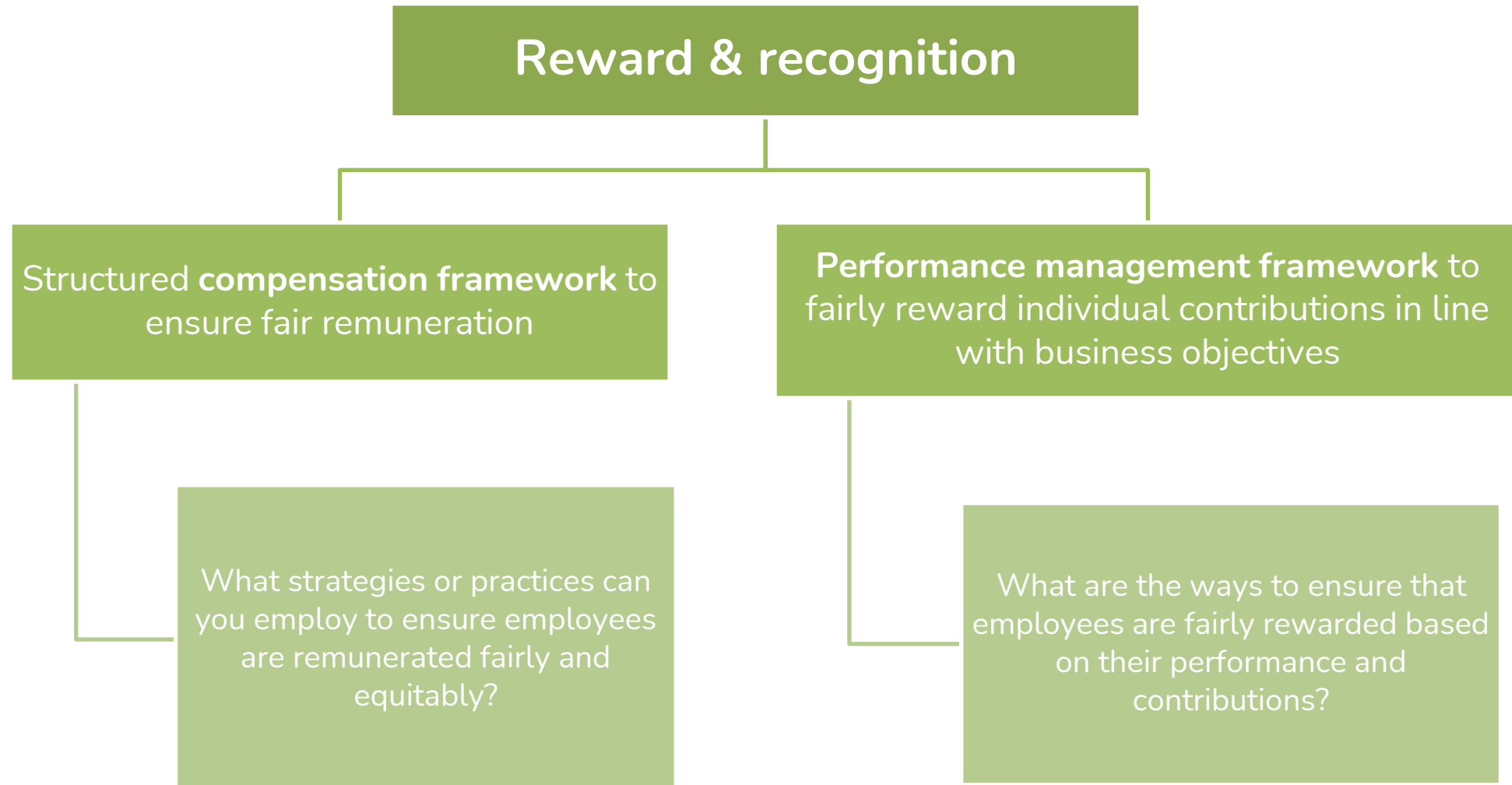
Range of practices we are looking out for in **Workforce Planning**



Range of practices we are looking out for in **Employee Engagement**



Range of practices we are looking out for in **Reward & Recognition**



Things to look out for when answering Q3

Common gaps in application forms	Suggestions
1.State that the organisation abide by Tripartite Guidelines or Tripartite Standards <u>without</u> further elaboration	Demonstrate how your organisation abide by the Tripartite Guidelines or Tripartite Standards <i>e.g., Under 'Fair recruitment and selection' section, detail your hiring process and how each step aligns with the Tripartite Guidelines on Fair Employment Practices</i>
<u>2.Lack details</u> including name of programmes and achievements <i>e.g. Organisation culture and practices:</i> <i>Question: What does your organisation do to promote a culture of mutual respect among employees to create an inclusive and harmonious workplace?</i> <i>Answer: Managing employees of different backgrounds</i>	Include relevant details covering 5Ws and 1H <i>e.g. If training is provided to managers or supervisors to equip them to manage employees of different backgrounds, share relevant information such as:</i> • <i>Why: The objective</i> • <i>What: Name of workshop</i> • <i>Who: Audience, no of pax trained</i> • <i>When: Frequency</i> • <i>How: Methods of delivery</i> • <i>Any positive outcome observed</i>

4. Describe how your organisation is committed to the **continuous improvement and enhancement** of its fair, responsible & progressive employment strategies and practices. Share the initiatives planned over the **next 2 years** to further strengthen these areas.

Key areas we look out for

- **What** your organisation does to review and respond to:
 - The changing business environment and employee needs
 - Keep abreast of local and international best practices trends in the areas of FPEP for benchmarking and improvement
- Key plans and initiatives over the next 2 years that **further strengthens the implementation of FPEP** in the organisation



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

Key aspects to demonstrate **the enhancement and strengthening of FPEP**

Good examples:

Responding to changes

- What can the organisation do to stay informed with the latest HR trends and developments?
- Is the organisation regularly reviewing reports, surveys, and studies on HR trends, or attending HR conferences and networking events to exchange insights?
- How does the organisation compare its practices with industry benchmarks?

Making improvements

- What can the organisation do to review its employment policies, programs, and practices so that it remains relevant, or to identify areas for improvement?

Plans to enhance employment policies, programmes and practices

- How has the organisation proactively planned or implemented changes to its employment policies, programs, and practices?

Things to look out for when answering Q4

Common gaps in application forms	Suggestions
1.Fail to demonstrate how the organisation improves its practices over time and remains responsive to evolving business needs	Possible factors for change: • New employment legislation (e.g. Workplace Fairness Act) • Changes in the business environment changes • Emerging trends and practices in the industry
2.Detailed past or planned actions without providing explanations and their relevance to the award category	Provide details on: • How your organisation stays updated on emerging trends and practices? • Actions taken to identify areas for improvement. • The outcome i.e., specific key employment/HR practices relevant to the category that have been improved or enhanced over the last two years, along with the rationale. • Key plans in the next 2 years to improve/enhance current FPEP.

Observations: Key Characteristics of Past TAA Exemplary Employers

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

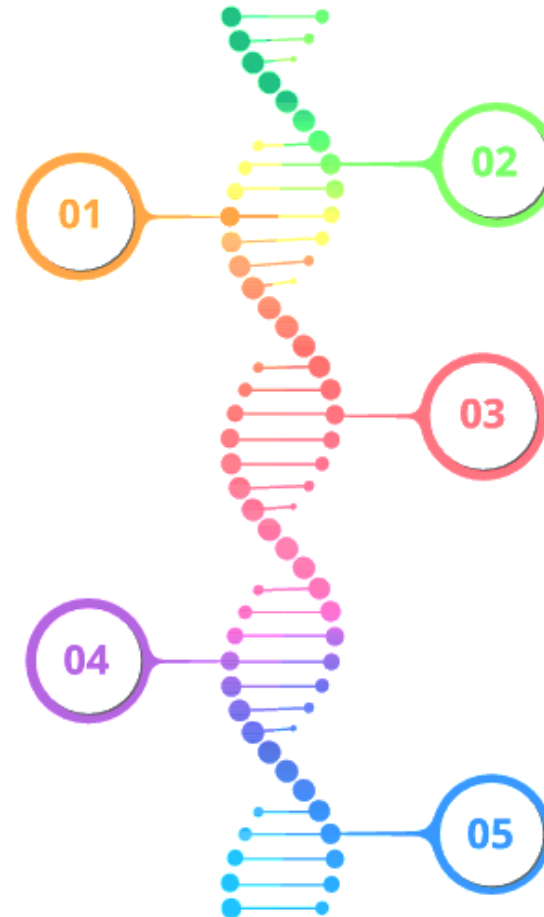
Exemplary employers typically possess the following five **elements** in **their DNA**

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

What to look out for & summary

Sharing of gaps observed in past applications & tips

Summary

Additional tips

- Use **guiding questions** in the application form when answering the questions to ensure thorough and relevant responses
- Share your organisation **current practices & policies**
 - 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).
 - Include any enhancements or improvements made over the last 2 years (where applicable).
- 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 for each question should be between 500-700 words

End

