



Tripartite Alliance for
Fair & Progressive Employment Practices



Tripartite Alliance Award Briefing Session: Responsible Outsourcing Practices Category

Agenda

- ❖ Award Assessment Criteria
- ❖ Overview of Responsible Outsourcing 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

Responsible Outsourcing Practices

What it is about

Who this category is intended for

The Responsible Outsourcing Practices category recognises organisations (i.e. service buyers) that recognise their extended workforce as contributors to their business success by outsourcing business functions* responsibly.

These organisations outsource in a responsible manner by considering the employment practices of potential service providers during the evaluation process, safeguarding the employment rights of their extended workforce and providing them with a safe and inclusive work environment.

*This category is intended for organisations that **outsource business functions to outsourced service providers** (e.g. facilities management, cleaning, security services), rather than organisations that **engage individuals** to supplement their existing workforce.

Example (outsourcing business functions):

- ❖ A hotel that outsourced the housekeeping function to a service provider to provide the manpower to perform housekeeping duties.



Example (engaging individuals supplementing existing workforce):

- ❖ An education institute that hires lecturers also engages freelance educators to supplement their existing teaching faculty



Definition of ‘Extended Workforce’



*“The term “**Extended Workforce**” refers to individuals **deployed by service providers** to deliver outsourced business functions on behalf of an organisation, **without being direct employees of the organisation**. These individuals contribute to the organisation’s business operations and may work on-site or remotely.”*

Examples include, but are not limited to, workers deployed by outsourced service providers to deliver functions such as **cleaning, security, and landscaping services**.

**For the purpose of this award category, the focus is on practices applied to the extended workforce based in Singapore.*

Responsible Outsourcing Practices Category

Recognises organisations with:

Responsible
outsourcing strategies
that values productivity
on top of cost

Practices that
safeguard the
employment and
employability of the
extended workforce

Practices that ensure an
inclusive and safe
environment for the
extended workforce

Practices that are future-
looking for continuous
improvement and
enhancement of extended
workforce

Common misconceptions of Responsible Outsourcing Practices Category



- ❖ Companies submitting applications for their outsourcing policy relating to environmental sustainability
- ❖ Providers submitting applications on managing their employees deployed to their client's location

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 outsource responsibly? Please include any key enhancements or improvements made over **the last 2 years**.**

Key areas we look out for

❖ **Rationale for implementing responsible outsourcing practices**

- ☐ Organisational values, mission, vision
- ☐ Business strategy – manpower management strategy, strategy to meet business needs

❖ **Key strategies that contributed to the success of the implementation of responsible outsourcing practices**

❖ **The success indicators and outcomes from the implementation of policies and programmes relating to responsible outsourcing**

Q1: What **strategies does your organisation implement to outsource responsibly? Please include any key enhancements or improvements made over **the last 2 years**.**

Key aspects of responsible outsourcing strategies & outcomes

Clear business case

- What are the primary reasons that lead to the implementation of responsible outsourcing practices in your organisation? (Business consideration that prompted this decision)
- How does your organisation leverage on the extended workforce to achieve its business goals?

Key strategies, policies or programmes

- How does your organisation ensure that the deployment of the extended workforce contributes effectively to the organisation's business strategy?
- How does your organisation ensure that the outsourcing process is fair and responsible?

Success indicators

- What are the success indicators that your organisation use to measure the outcomes of responsible outsourcing practices.

Q1: What **strategies does your organisation implement to outsource responsibly? Please include any key enhancements or improvements made over **the last 2 years**.**

Common gaps in application forms

❖ Lack of alignment with business needs

- ☐ Be clear on why deployment of extended workforce is a long-term strategy that contributes to better business outcomes

❖ Absence of success indicators

- ☐ Provide concrete evidence such as agility in manpower deployment, crew that provide specialised knowledge, etc.

Q2: How does your organisation's **management** demonstrate its commitment towards responsible outsourcing practices? Please include any key enhancements or improvements made over **the last 2 years**.

Key areas we look out for

- ❖ How the management **communicates** the importance of responsible outsourcing to internal stakeholders
- ❖ How the management **creates** an inclusive working culture for the extended workforce
- ❖ How the management and parties involved are **held accountable** for the outsourcing process

Q2: How does your organisation's **management demonstrate its commitment towards responsible outsourcing practices? Please include any key enhancements or improvements made over **the last 2 years**.**

Key aspects to demonstrate management's commitment towards ROP

Communication

- In what ways does your management communicate the importance of responsible outsourcing practices within the organisation? (Including communication channels such as intranet, internal emails)
- How does your organisation ensure that all suppliers and vendors are briefed on your responsible outsourcing policy?

Harmonious workplace

- What initiatives has your organisation taken to create an inclusive workplace for the extended workforce?
- What policies or practices are put in place to facilitate the integration of the extended workforce into the day-to-day operations of the organisation?

Accountability

- How does your management demonstrate accountability in the outsourcing process, e.g. declaration of interest, independent panel to evaluate contractors' tender, etc.?

Q2: How does your organisation's **management** demonstrate its commitment towards responsible outsourcing practices? Please include any key enhancements or improvements made over **the last 2 years**.

Common gaps in application forms

- ❖ **Lack of evidence** in senior management communication on the importance of responsible outsourcing
 - ☐ Describe management's effort, channels and platforms used to communicate the importance of responsible outsourcing
- ❖ **Insufficient information** on how management ensures and cultivate an inclusive workplace for the extended workforce
 - ☐ Showcase the programmes and practices put in place to facilitate integration of the extended workforce
 - ☐ Explain how management are held accountable to for responsible outsourcing practices in the organisation

Q3: Demonstrate your organisation's current responsible outsourcing practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Key areas we look out for

❖ **3 key areas:**

- ☐ Safety and well-being
 - ☐ Engagement of the extended workforce
 - ☐ Management of the extended workforce
- ❖ How the organisation has applied the tripartite guidelines, advisories and standards, where relevant, e.g. Tripartite Advisory on Best Sourcing Practices
- ❖ Any noteworthy programmes that ensure the fair and responsible employment of the extended workforce

Q3: Demonstrate your organisation's current responsible outsourcing practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Key areas we look out for

Safety and well-being

- How does your organisation ensure the safety and well-being of the extended workforce?
- What policies or process is put in place to address grievances from the extended workforce?

Safeguarding employment

- Is there any contractual terms in place to ensure service providers comply with employment laws and fair employment guidelines?
- How does your organisation manage the performance of the extended workforce?
- How does your organisation support the skill development of the extended workforce?

Inclusive and harmonious workplace

- What practices are put in place to cultivate an inclusive and harmonious work environment for the extended workforce?
- Are managers and supervisors trained to manage conflict between employees and the extended workforce?

Q3: Demonstrate your organisation's current responsible outsourcing practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Common gaps in application forms

- ❖ Provide general statements that the safety and well-being of the extended workforce is taken care of
 - ☐ Give examples on what is being done to ensure the safety and well-being, e.g. making sure the PPEs are in proper and working conditions, ensuring that the extended workforce are provided with reasonable conditions (where applicable), setting aside proper rest area at the work location of the extended workforce, etc.
- ❖ Did not mention how service providers are required under the contract to abide by employment laws and fair employment guidelines
- ❖ Lack of evidence on the management of conflicts and grievances of the extend workforce
 - ☐ Provide examples (or case scenarios) on how grievances of the extended workforce is managed, e.g. working with the service provider (employer of the extended worker) to address the grievance, ensure no retaliatory actions are taken against them, training of managers and supervisors to manage conflicts, etc.

Q4: Describe your organisation is committed to the continuous improvement and enhancements of its responsible outsourcing strategies and practices. Share the initiatives planned over the next 2 years to further strengthen these practices.

Key areas we look out for

- ❖ What is your organisation's plan to:
 - ☐ Better engage the extended workforce in a fair and progressive manner
 - ☐ Reward outstanding accomplishments and performance improvements of service providers and/or the extended workforce
 - ☐ Encourage productivity improvement of the extended workforce through implementation of technology and upskilling
- ❖ Improvements made to policies, programmes and practices over the next two years

Q4: Describe your organisation is committed to the continuous improvement and enhancements of its responsible outsourcing strategies and practices. Share the initiatives planned over the next 2 years to further strengthen these area.

Key aspects to demonstrate commitment to continuous improvement of ROP

Improving employment practices

- How does your organisation plan to keep itself updated on recent trends and implement new practices in the management of the extended workforce?
- What plans does your organisation have to better engage the extended workforce?

Collaborative partnership

- Instead of specifying a fixed headcount, are your contracts focused on the outcome delivered?
- How does your organisation plan to entice long-term service providers to invest in upskilling of their workers and new technologies to improve productivity?
- Will the upskilling and technological improvement result in better earnings for the extended workforce?

Continuous improvements

- What key plans are in place for the advancement and management of the extended workforce in the next 1-2 years?

Q4: Describe your organisation is committed to the continuous improvement and enhancements of its responsible outsourcing strategies and practices. Share the initiatives planned over **the next 2 years to further strengthen these practices.**

Common gaps in application forms

- ❖ **Insufficient information** provided on future plans on the engagement of the extended workforce
- ❖ **Did not provide concrete plan** on technological improvement or upskilling of the extended workforce

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

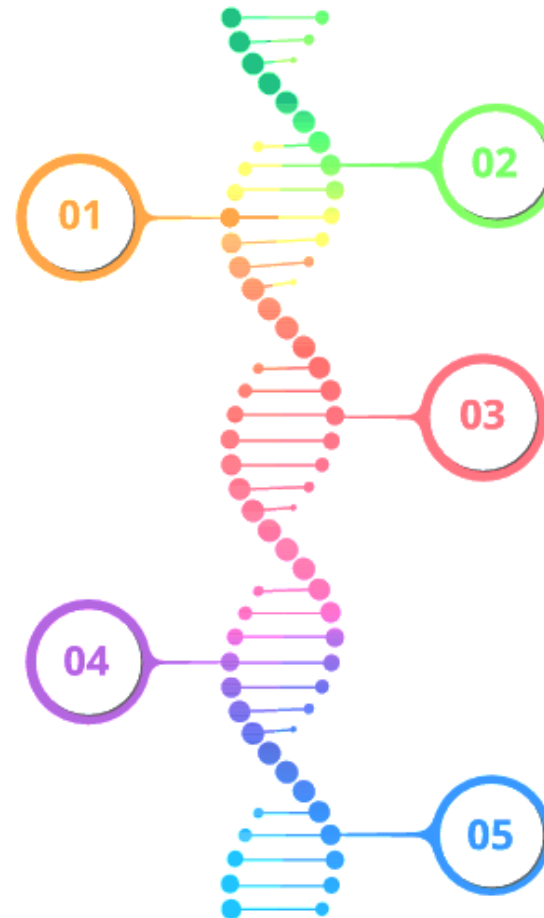
Exemplary employers typically possess the following five elements in their DNA

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