



# Progressive HR Practices Early Adopter Programme **PROJECT JOY**

## Programme Objective

This programme, developed by Workforce Singapore Agency (WSG) and managed by the Association of Early Childhood and Training Services (ASSETS) aims to help preschool operators create a supportive and happy workplace environment for their staff through training and consultancy to enhance their HR practices. Two HR consulting firms have been appointed to deliver the training and consultancy: Capelle Consulting and EON Consulting. Upon successful completion of the programme, EC operators will be awarded an incentive grant of up to \$20,000<sup>1</sup>

## Programme Details

This is a 12-month programme that comprises of:

### Phase 1 – Diagnosis

EC operators will go through a HR diagnostic checklist whilst staff will undergo an employee satisfaction survey. These will help EC operators identify gaps in their HR practices and identify areas to implement changes.

### Phase 2 – Training

Owners and senior staff of the participating centres will undergo training in:

- a) **Leadership Course (2 days)** covering leadership qualities such as building a strong company culture, effective leadership communications and MOM employment acts.
- b) **HR Capability Development Course (4 days)** covering recruitment, retention, learning and development, performance management and employee engagement.

### Phase 3 – Consultancy and implementation

The training providers will coach and guide the EC operators in identifying and **implementing two HR practices**. One of the HR practices must incorporate the **Skills Framework** for Early Childhood Care and Education.

<b>Implement 1 HR practice adopting ECCE Skills Framework (select one):</b>	<b>Implement 1 other HR practice: (select one)</b>
Recruitment and Selection	Build a Culture
Learning and Development	Retention Strategy
Performance Management	Employee Engagement

Six months after the programme completion, operators are required to measure their retention rate and conduct another round of the employee satisfaction survey and report the results to WSG through ASSETS.

## **Eligibility Criteria and Funding Support**

The Progressive HR Practices Early Adopter Programme for ECCE is open to all Singapore Citizens or Singapore Permanent Residents who are principals, centre leaders or employees of ECDA licensed child care centres or ECDA registered kindergartens.

<b>Grant Component</b>	<b>Funding Support</b>		<b>Remarks</b>
Course fee grant <i>-Leadership (2 days)</i> <i>-HR (4 days)</i> For up to 6 places.	SME <sup>2</sup> (After 90% funding)	Non-SME (After 70% funding)	For Singapore Citizens & Permanent Residents employed under the childcare operator. Employers need to bear the net fee and GST payable.
	\$ 60	\$180	
	\$120	\$360	
Consultancy grant ( <i>mentorship workshops</i> ) For up to 20 hours.	\$30/ hour	\$90/ hour	
Incentives to companies	\$20,000  1 <sup>st</sup> tranche: Upon successful completion of project deliverables. 2 <sup>nd</sup> tranche: Upon submission of employee satisfaction survey score, retention rate, 6 months after the 12-month project period.		

*This programme is open for applications by preschool operators till 31 October 2018 or when 100 slots are taken up.*

### **Testimonials**

*About the leadership and HR capability courses:*

*"The training had provided good exposure to the best practices both within and outside the early childhood education sector." – Mr Chin, Director, Places for Childhood Pte Ltd (Orion Preschool)*

*About the advisory sessions with HR consultants:*

*"This exercise allows them (the teachers involved in Project JOY) to be part of the crafting of job scope which is very crucial when they take on the coaching and mentorship of teachers." – Mrs Dianne Swee-Seet, Principal, Ascension Kindergarten*

*About the employee satisfaction survey:*

*"From the analysis of the results from the Employee Engagement Survey we managed to identify the areas for improvement and review on some actions to be taken." – Ms Fong, HR Manager, Talent Management and Mentoring, Busy Bees*

**For more information and application, please contact:**

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**Workforce Singapore:**

[www.wsg.gov.sg/programmes-and-initiatives/progressive-hr-practices-early-adopter-programme.html](http://www.wsg.gov.sg/programmes-and-initiatives/progressive-hr-practices-early-adopter-programme.html)

<sup>1</sup> Terms and conditions apply and award of the incentive is under the full discretion of Workforce Singapore.

<sup>2</sup> SMEs are defined as companies with 30% local shareholding, and revenue not more than \$100 mil, or employee size not more than 200.