



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

Programme Objective

This programme, developed by Workforce Singapore Agency (WSG), managed by the Association of Early Childhood and Training Services (ASSETS) and supported by Early Childhood Development Agency (ECDA) 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 grant¹.

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

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 to 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.

Implement 1 HR practice adopting ECCE Skills Framework (select one):	Implement 1 other HR practice: (select one)
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

Only Singapore citizens or Singapore permanent residents who are owners, principals, centre leaders or employees of ECDA licensed child care centres can apply on behalf of their preschool brand, including master franchisors only.

Grant Component	Funding Support		Remarks
Course fee grant <i>-Leadership (2 days)</i> <i>-HR (4 days)</i> For up to 6 places.	SME (After 90% funding, before GST)	Non-SME² (After 70% funding, before GST)	For Singapore Citizens & Permanent Residents employed under the childcare operator.
	\$ 60 / person	\$180 / person	
	\$120 / person	\$360 / person	
Consultancy grant (<i>mentorship workshops</i>)	\$30/ hour	\$90/ hour	

Application

Applications are currently closed. Please contact ASSETS to find out when is the next period open for applications.

Contacts

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Workforce Singapore:

www.wsg.gov.sg/programmes-and-initiatives/progressive-hr-practices-early-adopter-programme.html

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

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