

## **SNEF AGENCY FOR PRODUCTIVITY PRACTICES, HUMAN RESOURCE AND INDUSTRIAL RELATIONS (SAPPHIRE)**

### **Creating Lean Organisations**

SAPPHIRE is an initiative of the Singapore National Employers Federation (SNEF), supported by Workforce Singapore (WSG), developed to help companies transform into progressive lean organisations underpinned by a strong human capital strategy to enhance competitiveness and sustain business growth. This initiative will foster CEO-management and Human Resource (HR) partnership to transform workplaces by integrating productivity, HR and Industrial Relations (IR) practices.

### **Vision**

2 SAPPHIRE's vision is to develop companies into Progressive Lean Organisations through Workplace Transformation.

### **Mission**

3 SAPPHIRE aims to drive Workplace Transformation through a holistic approach integrating HR, IR and productivity practices.

### **The SAPPHIRE programmes**

4 SAPPHIRE targets the human software of the organisation to build sustainable businesses. It aims to:

- Strengthen the partnership in the senior management team
- Entrench effective HR and IR practices
- Engage staff for continuous improvement

5 SAPPHIRE will offer consultancy services, training interventions and other supporting activities to achieve the following:

- Bold and responsible leadership and management
- Development and enhancement of workforce capability
- Build a workplace culture for sustainable transformation

### **SAPPHIRE Consultancy Service**

6 To drive workplace transformation, SAPPHIRE will provide companies with five workplace transformation programmes (WTP) through their consultancy services. The consultancy services, up to 100 hours, will include diagnosis, development of solutions and interventions, as well as measurement of improvements achieved.

7 Companies interested to embark on WTP will have to identify a Human Capital Champion to partner SAPPHIRE in developing and implementing any of these five programmes:

Workplace Transformation Programmes

Programme	Description
Ageless	Integrates older workers into a lean multi-generation workforce for sustainable inclusive growth. Program elements include: <ul style="list-style-type: none"> <li>• Job re-design and re-employment</li> <li>• Re-training</li> <li>• Redeployment</li> <li>• Career counselling</li> <li>• Workplace health promotion (WHP)</li> <li>• Multi-generational workforce</li> </ul>
Human Resource-Centric	Integrates progressive HR and IR practices into lean management to create sustainable value for the organisation. Program elements include: <ul style="list-style-type: none"> <li>• Flexi-work arrangements (FWA)</li> <li>• Talent management</li> <li>• Singaporean core</li> <li>• Management-union partnership</li> <li>• Lower reliance of foreign manpower</li> </ul>
Learning	Integrates lifelong learning into the culture of the organisation that continually renews the skills profile of its human capital to build new capabilities for business growth. Program elements include <ul style="list-style-type: none"> <li>• Company-wide training roadmap</li> <li>• Personal training plan</li> <li>• Tap on SkillsFuture programmes</li> <li>• Workplace learning</li> </ul>
Lean Operations	Integrates lean management mindset and practices into the operations to reduce wastage of all forms for a sustainable business. Program elements include: <ul style="list-style-type: none"> <li>• Six-Sigma and Just-In-Time</li> <li>• Business Process Re-Engineering</li> <li>• Quality-Control Circles (QCCs)</li> <li>• New business models that are less labour-intensive</li> </ul>
Technology-Enabled	Integrates investments into technology with the culture, skills upgrading and work practices to increase the capacity for growth. Program elements include: <ul style="list-style-type: none"> <li>• Change work practices</li> <li>• Train workers to handle more machines/technology</li> <li>• Leverage technology to introduce new business models, e.g. e-commerce</li> </ul>

8 Companies embarking on the WTP can receive 70% subsidy from WSG for up to 100 consulting hours. Companies will pay a nett fee of \$3,210 (including GST) after subsidy.

### **Supporting Activities**

9 SAPPHIRE will also organise supporting activities to help employers sustain their workplace transformation efforts. These activities include:

- Masterclasses, Seminars and Workshops on Thought Leadership, Lean Principles and Mindset.
- Professional courses to build organisational capabilities; including courses such as Developing a Trust Partnership, 7 Habits of Highly Effective Leaders™ for SME Leaders, Business Innovation Model among others.
- Executive Roundtable discussions and brainstorming sessions on organisation transformation
- Annual SAPPHIRE Conventions, where outstanding SAPPHIRE projects will be selected for presentation, as well as receive special recognition
- Productivity-related Learning Trips

10 There will also be a physical SAPPHIRE centre with a gallery to showcase projects and the history of tripartite cooperation and the productivity movement in Singapore.

### **Contact Information**

11 For more information, please contact SAPPHIRE at 6290 7698 or [sapphire@snef.org.sg](mailto:sapphire@snef.org.sg).