

ANTICIPATED QUESTIONS AND ANSWERS ABOUT SNEF AGENCY FOR PRODUCTIVITY PRACTICES, HUMAN RESOURCE AND INDUSTRIAL RELATIONS (SAPPHIRE)

Table of Contents:

S/No.	Content
A	GENERAL QUESTIONS ON SAPPHIRE
B	GENERAL QUESTIONS ON CONSULTANTS
C	INFORMATION OF THE SCOPE AND DELIVERABLES OF THE CONSULTANCY PROJECT

S/No.	Questions and Answers						
A	GENERAL QUESTIONS ON SAPPHIRE						
1.	<p>What is SAPPHIRE?</p> <p>SAPPHIRE is an initiative of the Singapore National Employers Federation (SNEF) to help develop companies into progressive lean organisations supported 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.</p>						
2.	<p>What are the programmes offered under SAPPHIRE?</p> <p><u>SAPPHIRE Consultancy Services</u></p> <p>To drive workplace transformation, SAPPHIRE will provide companies with five workplace transformation programmes (WTP) through consultancy services. The consultancy services, up to 100 hours, will include diagnosis, development of solutions and interventions, as well as measurement of improvements achieved.</p> <p>Companies can choose to work with SAPPHIRE to develop and implement any of the five Workplace Transformation Programmes. Companies will have to identify a Human Capital Champion to partner SAPPHIRE in the programme.</p> <p>The five Workplace Transformation Programmes are:</p> <table border="1"> <thead> <tr> <th>Programme</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Ageless</td> <td>Integrates older workers into a lean multi-generation workforce for sustainable inclusive growth. Programme elements include : <ul style="list-style-type: none"> • Job re-design and re-employment • Re-training • Redeployment • Career counselling • Workplace health promotion (WHP) • Multi-generational workforce </td> </tr> <tr> <td>Human Resource-Centric</td> <td>Integrates progressive HR and IR practices into lean management to create sustainable value for the organisation. Programme elements include: <ul style="list-style-type: none"> • Flexi-work arrangements (FWA) • Talent management • Singaporean core </td> </tr> </tbody> </table>	Programme	Description	Ageless	Integrates older workers into a lean multi-generation workforce for sustainable inclusive growth. Programme elements include : <ul style="list-style-type: none"> • Job re-design and re-employment • Re-training • Redeployment • Career counselling • Workplace health promotion (WHP) • Multi-generational workforce 	Human Resource-Centric	Integrates progressive HR and IR practices into lean management to create sustainable value for the organisation. Programme elements include: <ul style="list-style-type: none"> • Flexi-work arrangements (FWA) • Talent management • Singaporean core
Programme	Description						
Ageless	Integrates older workers into a lean multi-generation workforce for sustainable inclusive growth. Programme elements include : <ul style="list-style-type: none"> • Job re-design and re-employment • Re-training • Redeployment • Career counselling • Workplace health promotion (WHP) • Multi-generational workforce 						
Human Resource-Centric	Integrates progressive HR and IR practices into lean management to create sustainable value for the organisation. Programme elements include: <ul style="list-style-type: none"> • Flexi-work arrangements (FWA) • Talent management • Singaporean core 						

S/No.	Questions and Answers	
		<ul style="list-style-type: none"> • Management-union partnership • Lower reliance of foreign manpower
	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. Programme elements include <ul style="list-style-type: none"> • Company-wide training roadmap • Personal training plan • Tap on SkillsFuture programmes • Workplace learning
	Lean Operations	Integrates lean management mindset and practices into the operations to reduce wastage of all forms for a sustainable business. Programme elements include: <ul style="list-style-type: none"> • Six-Sigma and Just-In-Time • Business Process Re-Engineering • Quality-Control Circles (QCCs) • New business models that are less labour-intensive
	Technology-Enabled	Integrates investments in technology with the culture, skills upgrading and work practices to increase the capacity for growth. Programme elements include: <ul style="list-style-type: none"> • Change work practices • Train workers to handle more machines/technology • Leverage technology to introduce new business models, e.g. e-commerce
<p><u>Supporting Activities</u></p> <p>SAPPHIRE will also organise supporting activities to help employers sustain their workplace transformation efforts. These activities include:</p> <ul style="list-style-type: none"> • 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 		
3.	Why is there a need for SAPPHIRE?	
	There is a need for SAPPHIRE because organisations are not reaping the full productivity gains from their development efforts if key components such as HR and IR are not an integral part of their strategy. For example when a company invests in automation there is a need to retrain workers, reorganise the workplace and change work practices to enable the company to reap the full productivity gains from their investment.	
4.	What are the eligibility criteria for the SAPPHIRE programmes?	
	Companies can apply for the SAPPHIRE programmes if they are legally registered or incorporated in Singapore. This includes societies and non-profit organisations such as charities and voluntary welfare organisations.	

S/No.	Questions and Answers						
5.	Are public organisations eligible for the SAPPHIRE programmes?						
	Public organisations including Ministries, Statutory Boards, Organs of State, Government and Government-aided schools are not suitable to participate in the SAPPHIRE programmes.						
6.	Who can apply for the SAPPHIRE programmes, i.e. non-SMEs or SMEs?						
	Both non-SMEs and SMEs are able to apply for the SAPPHIRE programmes.						
7.	How can a company apply for the SAPPHIRE programmes?						
	Interested companies can apply through SNEF which is the Programme Partner.						
	<table border="1"> <thead> <tr> <th>Hotline</th> <th>Email</th> <th>Website</th> </tr> </thead> <tbody> <tr> <td>6290 7698</td> <td>sapphire@snef.org.sg</td> <td>http://sapphire.snef.org.sg</td> </tr> </tbody> </table>	Hotline	Email	Website	6290 7698	sapphire@snef.org.sg	http://sapphire.snef.org.sg
Hotline	Email	Website					
6290 7698	sapphire@snef.org.sg	http://sapphire.snef.org.sg					
8.	How much funding can an organisation potentially receive under SAPPHIRE?						
	An organisation can receive funding support for up to 100 consulting hours. Organisations will need to pay the non-refundable subsidised fee of \$3,210 (including GST) after 70% subsidy from WSG. This will be applicable for SMEs and non-SMEs.						
B	GENERAL QUESTIONS ON SAPPHIRE CONSULTANCY SERVICE						
9.	What will the consultancy service comprise?						
	The consultancy service that can take up to 100 consulting hours, comprises three phases: - -Project Kickstart to Diagnosis -Develop Solutions to Implement Interventions, and -Recommend other schemes beyond SAPPHIRE interventions.						
10.	If my organisation has already done Diagnosis previously and has identified urgent issues to resolve, will my organisation be able to skip the Diagnosis stage and start with the development of solutions?						
	There may be cases where the consultant would be able to skip the diagnosis stage and start with the development of the solutions. However, this will be on a case-by-case basis reviewed by SNEF.						
11.	What happens if my organisation cannot fulfil the completion of the project within the 100 hours of consultancy?						
	Funding support is only available for the first 100 consulting hours. Beyond 100 hours, organisations can tap on other grants or top-up the remaining consultancy hours at a rate of \$107/hour (inclusive of GST).						
12.	Would my organisation be able to select a consultant to work with?						
	Yes, an organisation may be able to select a consultant to work with; subject to the review and approval of SNEF.						
13.	How are consultants selected under SAPPHIRE?						
	Consultants are selected and appointed based on their track record and portfolio under strict criteria that is aligned to SAPPHIRE objective.						

S/No.	Questions and Answers
14.	Can my organisation embark on more than one WTP at a time?
	An organisation may embark on more than one WTP; subject to approval by SNEF. However, the organisation will need to complete one WTP before embarking on the second WTP; subject to approval by SNEF.
15.	What is the timeline given for a WTP?
	Each WTP preferably has to be completed within six months.

S/No.	Questions and Answers
C	INFORMATION ON THE SCOPE AND DELIVERABLES OF THE CONSULTANCY PROJECT
16.	My company has already undertaken a Diagnosis stage through some company survey, which surfaced some urgent issues to tackle. Can SAPPHIRE's WTP embark on the implementation of the solutions to these issues?
	The WTP can be scoped in order not to repeat the same methods/tools for Diagnosis. However, the consultant will still need to do a diagnosis to come up with implementable solutions.