

THE HUMAN CAPITAL MOVEMENT IN SMEs

**CAN WE EVER
WIN THE RACE
FOR TALENT?**



SPRING
singapore
Enabling Enterprise

**You are likely
to invest in people.**

Trust us, you will reap the rewards. Let us know how we can support you to win the race for talent.

**You are likely to treat
people as just a tool to
grow your business.**

People engagement and retention may pose a challenge to you. Change your mindset about your people to overcome manpower challenges.

**Slow and steady does not
always win the race.**

Start looking at developing your people now to prepare for the future. Would you like to discuss where you can start to win the race for talent?

**Really?
How do you manage the
manpower crunch?**

Are you able to sustain a business without focusing on people who help build your business?

Where do you place Human Capital?

Urgent and important



Urgent but not important



Important but not urgent



Not urgent and not important



Lift your selected panel to understand your situation.

With a tight labour market and slow manpower growth persisting into the future, human capital will increasingly become the most valuable asset of any organisation - big or small. To ensure continued growth and success, SMEs will need to make their investments in people a core priority.

SPRING Singapore has a comprehensive range of initiatives to support SMEs in the development of this crucial capital. These initiatives will enhance an SME's ability to attract, develop and retain the right talent to support its business growth strategies.



BUILD MY HR

Implement effective HR practices to support SME growth strategies.



BUILD MY PEOPLE

Implement HR initiatives to attract, develop and retain the right talent.

Become the employer of choice.



SMEs are a major pillar of the Singapore economy, employing 70% of Singapore's workforce and contributing to nearly half of our GDP... Their (SMEs) capacity to grow will be constrained by the human capital they have built.

Mr Lim Swee Say, Minister for Manpower, at the Launch of Human Capital Movement in SMEs in July 2015.

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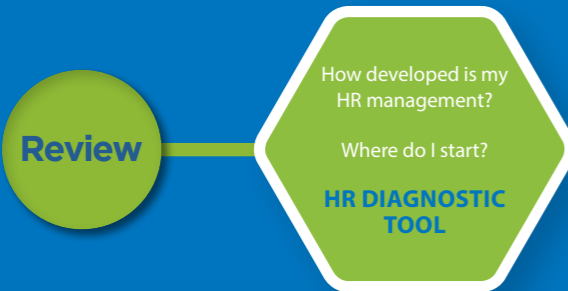
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BUILD MY HR

The role of Human Resource (HR) is not simply an administrative one, but a strategic function that makes an impact on the success of a company.

Are there gaps in my HR management?



How can I improve my HR practices?




BUILD MY PEOPLE

People are a crucial resource of any business. Growing and retaining talent is a proactive way to sustain and prepare for future growth.

What can SMEs do?

Start your Human Capital Journey at www.spring.gov.sg/hcd

and get all the know-how on improving your HR capability

How do I identify potential talent?

Where do I go to attract and groom the right people?

What can I do to upskill and develop my employees?



ELIGIBILITY REQUIREMENTS FOR ALL INITIATIVES

- Registered and operating in Singapore
- At least 30% local shareholding
- Group annual sales turnover of ≤ S\$100m or group employment of ≤ 200 employees

VOICES OF HR ADVOCATES



A mindset shift by SME leaders is what will differentiate those that will struggle from those that will succeed.

The role of the SME leader is critical in retaining talent. SME leaders who provide employees with the opportunity to work closely with them, and mentor them, will definitely boost employee retention.

Mr Eustace Fernandez, HR Director, SEA & DA Asia Pacific, DP Group



Singapore is one of the few countries across the globe where the government demonstrates strong support in uplifting the HR capabilities of SMEs. I would advocate SMEs to tap on this opportunity to create the best possible work environment that we, as Singaporeans, can truly be proud of.

Mr Foo Chek Wee, HR Director, Zalora South East Asia Pte Ltd

“

I believe we don't build our business. We build our people and they then build our business.

Mr Sam Chee Wah, General Manager of Feinmetall Singapore.



Feinmetall Singapore Pte Ltd

THE CHALLENGE

Feinmetall recognised the need to improve employee engagement and staff training to support the company's business growth.

THE SOLUTION

- **Employee 1-2-1 programme:** Employees meet with the GM every six months
- **Employee satisfaction survey:** Employees complete the survey every six months for the management to better understand employees expectations, development needs and alignment to company goals
- **Renewed focus on training:** Employees are cross-trained to handle different jobs

THE SUCCESS

- People-oriented culture
- Staff are more engaged
- Employees are equipped to multi-task

Feinmetall is a one-stop solution provider for design, manufacturing, testing and repair of semiconductor wafer probe cards. It covers regional markets in Singapore, Malaysia, Indonesia, Thailand and the Philippines.

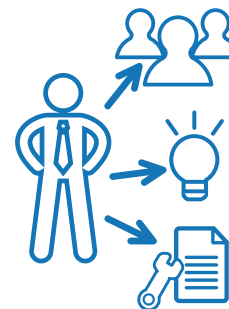


HR DIAGNOSTIC TOOL

Just like a health screening, the HR Diagnostic tool is the starting point to assess how developed an SME's HR practices are. This will enable the SME to prioritise areas of improvement in its HR to enable business growth.

HOW IT HELPS YOU

- Provides diagnosis of the state of the SME's HR practices and processes
- Identifies strengths and areas of improvement
- Recommends and prioritises solutions to enhance human capital capabilities for business growth



AREAS COVERED

- Recruitment & Selection
- HR Management
- Manpower Planning
- Training & Development
- Performance Management
- Compensation & Benefits
- Talent Management & Succession Planning
- Organisation Culture
- Employee Engagement & Communications
- Employee Value Proposition
- International Mobility

What can SMEs do?

Register at www.spring.gov.sg/hcd for a free diagnostic consultation.



The diagnostic report will support the discussion on alignment of your HR upgrading to your business growth.



HR CAPABILITY TOOLKIT

This is a free, self-help toolkit which addresses HR gaps and promotes good HR practices. It provides tools and templates to help SMEs manage their HR functions systematically.



HR SHARED SERVICES

SMEs can outsource their HR operations and seek professional advisory support from a pool of external HR providers appointed by SPRING Singapore. This will enable SMEs to improve and optimise their HR operational efficiency.

HOW IT HELPS YOU



Provides a **framework and key guidelines** on how to execute HR activities and functions



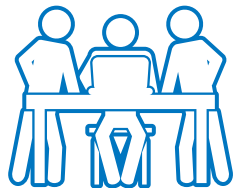
The **tools and templates can be used immediately**, or customised to suit your needs



Gives **tips and pointers** on how to manage specific HR matters

AREAS COVERED

- Recruitment & Selection
- Manpower Planning
- Learning & Development
- Performance Management
- Compensation & Benefits
- Talent Management & Succession Planning
- Career Management
- Employee Relations



What can SMEs do?

Download the HR Capability Toolkit at www.hrcapability.sg and find out how you can customise it to suit the needs of your business.



HOW IT HELPS YOU



Reduces costs and resources required for HR operations



Allows manpower to **focus on core business**



Enhances HR systems and processes

AREAS COVERED



HR Operations
Outsource day-to-day HR operations such as payroll processing, employee data administration etc



HR Information Systems
Subscribe to HR systems to complement existing HR processes



HR Advisory
Seek advice and guidance from HR professionals on areas such as the Employment Act etc

What can SMEs do?

Engage a HR service provider, and find out more about the qualifying expenses, at www.spring.gov.sg/hcd



Eligible SMEs could receive one-time funding support of up to 70% of qualifying costs, including a one-time set up and subscription cost that is capped at 12 months.



INNOVATION AND CAPABILITY VOUCHER (ICV)

ICV encourages SMEs to strengthen and upgrade their basic HR systems and processes, and implement simple solutions.



CAPABILITY DEVELOPMENT GRANT (CDG)

CDG supports SMEs in engaging HR consultants to build their capabilities across key HR areas to attract, develop and retain their talent.

HOW IT HELPS YOU

- Funding of \$5,000 for consultancy services and cost of adopting integrated solutions

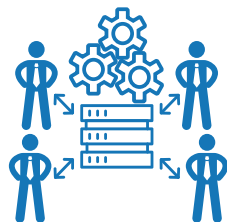


AREAS COVERED



CONSULTANCY

- Recruitment & Selection
- Compensation & Benefits
- Performance Management
- Learning & Development



INTEGRATED SOLUTIONS

- Asset/Personnel tracking and identification
- HR E-scheduling

What can SMEs do?

Apply for the Innovation & Capability Voucher at www.spring.gov.sg/icv and find out more about the list of HR service providers.



HOW IT HELPS YOU

- Up to 70% funding for qualifying expenses such as consultancy, training, certification and equipment costs



AREAS COVERED

- Recruitment & Selection
- HR Management
- Manpower Planning
- Training & Development
- Performance Management
- Compensation & Benefits
- Talent Management & Succession Planning
- Organisation Culture
- Employee Engagement & Communications
- Employee Value Proposition



What can SMEs do?

Visit www.spring.gov.sg/cdg for more information on human capital development.



Eligibility requirements apply (Please refer to page 4).



As we expanded into multiple locations, we realized that we needed a more robust structure to the Human Resource function to support our business needs. We then embraced the philosophy that the key to achieving inspiring work and results is to have inspired people – the right person in the right role.

Mr Sherwin Siregar, CEO, Atlas Sound and Vision

Atlas Sound & Vision Pte Ltd

VIEW TOWARDS HUMAN CAPITAL

Chairman of Atlas, Mr Michael Tien, once said - "Good people make good products better". Mr Sherwin Siregar, CEO, believes that a company is only as good as its ability to execute its strategy. This can be achieved by equipping employees with the right skills (soft and functional).

TALENT ATTRACTION STRATEGY

- Collaborate with Institutes of Higher Learning (IHLs) such as Temasek Polytechnic on retail store project
- Allow students to manage physical store, undergo training and gain work experience
- Strengthen Atlas as an employer of choice

Atlas Sound and Vision provides high quality sound and vision lifestyle solutions, and is the sole distributor of Accuphase, Ad Notam, Bose, Loewe and Noo'ance products in Singapore, Malaysia and Brunei.



BENEFITS TO EMPLOYEES

This project allowed me to learn, while also sharing my industry experience and passion. The continuous learning work environment has helped me in my performance and career development. I feel motivated to work when I know that my efforts are being appreciated by the management.

Ms Nora Kamsari, Atlas' Public Relations & Events Manager, who was appointed as Void Project Marketing Mentor. She has been with Atlas for 12 years.



SKILLSFUTURE MENTORS PROGRAMME

The SkillsFuture Mentors Programme aims to enhance the capabilities of SMEs in the area of learning and development. Qualified SkillsFuture Mentors will be deployed to SMEs on a 9-month mentoring programme to help diagnose learning and development gaps, provide guidance on developmental plans and upgrade the training capability of supervisors in SMEs.

HOW IT HELPS YOU



- ↳ Improves your standing as an **employer of choice** which offers good career development and growth opportunities



- ↳ **One-time 100% funding for SMEs***

REQUIREMENTS

- ↳ The SME must have basic learning and development systems and processes in place i.e. having defined job scopes and deliverables, training plans for employees/interns, etc
- ↳ Committed to collaborate with the SkillsFuture Mentor



What can SMEs do?

Apply through the SkillsFuture Mentors Programme website at www.spring.gov.sg/sfmentors



Did You Know?

About **80%** of today's young graduates look out for training and development opportunities before joining, and subsequently choosing to stay with a company.

Source: SPRING Singapore and the UOB-SMU Asian Enterprise Institute, Multi-year Talent Development Study

Eligibility requirements apply (Please refer to page 4).

* Full 100% funding will last until Dec 2018

Large local enterprises will receive 30% support



“*Training and development will enable employees to constantly improve themselves and bring in new ideas to the workplace. Employees are frequently exposed to short courses, seminars or forums to keep up-to-date on the latest developments and technologies used in the manufacturing industry.*”

Mr Kwan Li Feng, Enterprise Development Manager

(Left) Ms Olga Safanna Mohd Roslan, Enterprise Development Engineer, and (Right) Mr Kwan Li Feng, Enterprise Development Manager, CKE Manufacturing

CKE Manufacturing Pte Ltd

INVESTMENT IN LEARNING AND DEVELOPMENT

- Exposure to cross functional projects and fast track career development for young graduates
- Organisational wide learning needs analysis is done to map the learning gaps of the employees
- Culture of sharing amongst employees on the learnings from courses

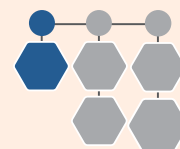
FAMILY-ORIENTED AND OPEN CULTURE

- Organise monthly sharing session between employees and senior management
- Hold annual company bonding events such as trips to USS, bowling, and also overseas trips

CKE Manufacturing provides precision engineering machining services to companies in the oil and gas, defence, semiconductor, electronics, biomedical and aerospace industries.

“*As a Muslim, I was worried about working in a Chinese company. But now, I realise that it is our mental barriers that stop us from trying new things.*”

Ms Olga Safanna Mohd Roslan, Enterprise Development Engineer who graduated with a Mechanical Engineering degree from NTU



SME TALENT PROGRAMME (STP)

STP helps SMEs to attract students from Universities, Polytechnics and Institutes of Technical Education (ITEs) by providing funding for student internships and projects.

SMEs may receive support for meaningful internships which have structured learning objectives aligned to SkillsFuture Enhanced Internship guidelines, and include mentoring by supervisors.

HOW IT HELPS YOU



- Engage young talent early and attract them to join you upon graduation



- **Up to 70% funding** for the monthly internship stipend and project cost

AREAS COVERED

- Internships
- Student projects



REQUIREMENTS

- Complete the HR Diagnostic Tool
- Have good HR practices and are able to provide meaningful learning opportunities and mentoring
- Able to pay interns the minimum monthly stipend* of \$800 to ITE and Polytechnic students, and \$1000 to University students

Eligibility requirements apply (Please refer to page 4).

* With funding of up to 70%, SMEs will eventually pay a monthly stipend of \$240 to ITE and Polytechnic students, and \$300 to University students.

What can SMEs do?

Apply at www.stpnet.spring.gov.sg/apply or visit www.spring.gov.sg/stp for more information.



Tip Engaging a SkillsFuture Mentor to support your supervisors will ensure a positive internship experience for students.



Yang Kee Logistics Pte Ltd



We believe in investing in the future. Today's young talents will become tomorrow's professionals.

Mr Ken Koh, Group CEO, Yang Kee Logistics

VIEW TOWARDS HUMAN CAPITAL

At Yang Kee Logistics, the push to invest in Human Capital came in 2012 when the company expanded rapidly and launched its new Chemical Logistics Hub. It learnt the importance of building its internal culture, and kick-started its investment in Human Capital.

INVESTMENT IN HUMAN CAPITAL

- Set up Yang Kee Academy to provide relevant training and development for the business
- Introduce employee welfare benefits such as bursary awards, children's corner, recreation activities, flexible work and transportation arrangements
- Attract talent through employee referral programme, partnerships with IHLs and participation in SkillsFuture Earn and Learn Programme (ELP)
- Establish a monthly sharing platform, Yang Kee Connect, as well as an annual Town Hall meeting between employees and senior management

SUCCESS

- Employees are engaged and opinions heard
- Improved productivity through constant skills upgrading
- Employees are able to handle a greater variety of work

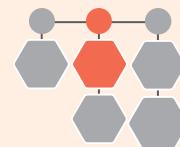
Yang Kee Logistics, established in 1990, provides freight forwarding, warehousing, dangerous goods storage, trucking and distribution, and specialised project logistics services.

TRUST, PRIDE & ENJOYMENT



I love the spirit of togetherness at Yang Kee. We take deep pride in our achievements. Not in a proud manner, but with humble satisfaction that an SME can achieve far greater things with a trusted team of colleagues.

Mr Chan Hsien Hung, GM, Yang Kee Logistics, who has been with the company for more than 13 years



SKILLSFUTURE EARN AND LEARN PROGRAMME (ELP)

The SkillsFuture ELP is a work and study programme that gives fresh graduates from Polytechnics and Institutes of Technical Education (ITEs) a head-start in careers related to their discipline of study. Graduates will be matched with a job related to their field of study and receive mentoring and structured on-the-job training that is aligned and relevant to business needs in the SMEs.

HOW IT HELPS YOU

- Up to \$15,000 per participant placed in the programme
- Attract, groom and retain suitable talent with the relevant skills and aptitude to meet the needs of your company
- Training aligned to business needs

REQUIREMENTS

- Provide mentors for students during on-the-job training (OJT)
- Train students during OJT
- Conduct formative assessment by mentor during OJT
- Co-develop OJT structure and blueprint
- Identify, select and implement productivity projects
- Provide time for students to attend facilitated learning outside the workplace



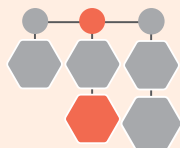
What can SMEs do?

Apply and find out more at www.skillsfuture.sg/earnandlearn



Tip If you are unable to fulfil the requirements, engage a SkillsFuture Mentor to assist you.

Eligibility requirements apply (Please refer to page 4).

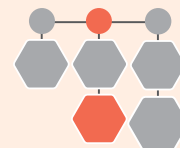


P-MAX

P-MAX offers Place and Train (PnT) programmes that assist SMEs to improve on how they recruit, train, manage and retain newly-hired Professionals, Managers, Executives and Technicians (PMETs). It encourages SMEs to adopt progressive human resource practices, and helps to place PMETs who are seeking jobs into suitable SMEs.

SMEs will attend workshops on how to communicate better with their new PMETs, and to adopt and incorporate progressive HR best practices/guidelines within their SMEs. There will also be a six-month follow-up programme to help SMEs to manage and retain their new PMETs.

Newly-hired PMETs will attend workshops on how to better acclimatise to and take on jobs in SMEs.



CAREER SUPPORT PROGRAMME

The Career Support Programme (CSP) provides wage support to employers who offer suitable job opportunities to unemployed Singaporean Professionals, Managers, Executives and Technicians (PMETs) who are above 40 years of age. Employers will be able to benefit from the wealth of experience these PMETs can offer. Employers must commit to offering structured/approved training to the PMETs and fulfil other eligibility criteria.

This programme was launched on 1 October 2015 and will be implemented for a period of two years.

HOW IT HELPS YOU



➤ **Up to 90% funding from WDA** for the workshops



➤ **One-time Assistance Grant of \$5,000** for fulfilling programme requirements

AREAS COVERED

- Job Matching
- P-Max Training Workshops for SMEs and PMETs
- Post-Training Follow-Up

REQUIREMENTS

- The salary of the PMETs should be at least \$2,500 per month

What can SMEs do?

To apply to the programme, or to find out more, contact the following Programme Managers at

pmax@asme.org.sg
Association of Small and Medium Enterprises (ASME)

p-max@snef.org.sg
Singapore National Employers Federation (SNEF)

p-max@smfederation.org.sg
Singapore Manufacturing Federation (SMF)



HOW IT HELPS YOU

- **Wage support** of between 20% - 40% for the first six months
- **Wage support** of between 10% - 20% for the next six months
- Tap on the wealth of experience and skills of matured PMETs



AREAS COVERED

PMET aged 50 and above

- First six months: 40% of gross monthly salary, capped at \$2,800 a month
- Next six months: 20% of gross monthly salary, capped at \$1,400 a month

PMET aged 40-49

- First six months: 20% of gross monthly salary, capped at \$1,400 a month
- Next six months: 10% of gross monthly salary, capped at \$700 a month

REQUIREMENTS

- Registered and incorporated in Singapore
- Employs eligible PMET with a monthly gross salary of at least \$4,000 (basic salary plus allowances attracting CPF contribution)
- Employs eligible PMET in a permanent job or on an employment contract of at least 12 months
- Provides eligible PMET with approved, structured on-the-job training (OJT) or sends PMET for external WDA-approved training

What can SMEs do?

Find out more at www.wda.gov.sg/content/wdaweb/site/content/wdaweb/site/programmes_and_initiatives/CSP-Employers.html



Eligibility requirements apply (Please refer to page 4).



“

Investing in Human Capital has yielded a well-trained, high-motivated and loyal team of employees. Over time, it will improve workplace productivity and achieve business growth.

Ms Anna Lim, Executive Chef & Co-Founder of The Soup Spoon

The Soup Spoon Pte Ltd

BENEFITS OF DEVELOPING HUMAN CAPITAL

INITIATIVES

- Participate in talent attraction programmes, e.g. STP
- Enhance employee welfare schemes, e.g. flexi work arrangements
- Introduce employee engagement programmes, e.g. Monthly Breakfast and HR Outlet Visits
- Comprehensive training plan

SUCCESS

- Boost in staff morale and productivity, resulting in satisfied customers
- Higher employee retention rates
- Employees are better equipped to support business expansion and contribute to profit growth
- More feedback from employees on innovations and future plans

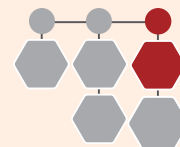
CULTURE THAT SUPPORTS BUSINESS GROWTH

“

At The Soup Spoon, we value and develop each individual through a strong, family-oriented culture. We promote workplace and life integration for greater job satisfaction; thus achieving higher levels of productivity.

Ms Angeline Lian, Manager, Human Resource, The Soup Spoon

The Soup Spoon (TSS) is a soup category leader serving up to 3,000 litres of soup each day across 20 outlets in Singapore's prime shopping and business districts.



LEADERSHIP DEVELOPMENT INITIATIVE (LDI)

LDI supports the development and implementation of a Leadership Development Plan (LDP). This initiative aims to catalyse SMEs to adopt a strategic approach towards leadership development, strengthen leadership competencies of key leaders, and facilitate succession planning of their high-potential staff.

HOW IT HELPS YOU



- Deepen leadership competencies



- Build up a talent pool for succession planning

HOW IT WORKS

- Formulate a **2-year plan**
- Identify high-potential employees and senior business leaders
- Implement post-training **career development plans and opportunities**, e.g. job rotation, overseas attachments



WHO CAN APPLY

- Growth-oriented SMEs who have a business growth plan
- Committed to leadership development of staff
- Participated in human capital initiatives (e.g. on-board SME Talent Programme, completed HR Diagnostic Tool)

What can SMEs do?

Find out more at www.spring.gov.sg/LDI



Engage a Volunteer HR Director to discuss your talent development and human capital strategies to enable growth.

Eligibility requirements apply (Please refer to page 4).



Keystone Cable (S) Pte Ltd

(Left) Ms Pearl Yu, Director – Marketing & HR, Keystone Cable, and staff.

VIEW TOWARDS HUMAN CAPITAL

Keystone Cable believes that a company is only as good as its people - without good people, one cannot run a good company.

SMALL STEPS TO ENCOURAGE LEARNING

- **Lunch & Learn:** Sharing of expertise, where an employee will present on a topic he is well-versed in
- **Job rotation:** Employees with interest and aptitude can rotate and work in different business functions

CULTURE THAT BREEDS OWNERSHIP

Keystone Cable recognises that people have different strengths, goals and priorities. They value their employees' opinions and organise cross-functional meetings where staff come together to discuss and solve issues.

Keystone Cable, established in 1990, is a leading Singapore manufacturer and supplier of power and control cables for building & infrastructure, oil & gas and data communication industries.

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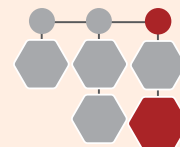
By empowering our employees to drive some of the changes and initiatives, innovation and efficiency have risen.

Ms Pearl Yu, Director – Marketing & HR, and Next Generation Business Leader, Keystone Cable

“

I feel valued because my employers pay attention to me as an individual and always have my best interests in mind. I also appreciate the learning opportunities in an SME.

Ms Rebecca Tan, Marketing Executive, a fresh graduate who started her career with Keystone Cable



SKILLSFUTURE STUDY AWARDS

The SkillsFuture Study Awards support Singaporeans who aspire to acquire high-level skills and competencies for jobs which require new and updated skillsets, created by an innovation-driven economy. It also supports Singaporeans with deep specialist skills who want to develop other competencies.

HOW IT HELPS YOU



- ↳ Supports you in sending your employees to deepen their skills



- ↳ Better-skilled employees who can contribute to your business growth

HOW IT WORKS

- ↳ **Award of \$5000** is given to your employee for skills deepening
- ↳ You can support your employee by **providing time-off for training**



REQUIREMENT

- ↳ Employees must be Singaporeans with a minimum of 3 years of working experience in the relevant sector

What can SMEs do?

Employers can apply and nominate employees, or find out more about the industries offering these awards, at www.skillsfuture.sg/studyawards



“

Developing people capabilities helps to ensure that our people have the right values, skill sets and knowledge to support the company's future business plans.

Ms Stella Lee, Group Director, Organisational Development, Cordlife



(Left) Ms Tan Huiying, Group Director, Quality and Operations, and (Right) Ms Stella Lee, Group Director, Organisational Development, Cordlife

Cordlife Group Limited

CHALLENGE

Cordlife faced challenges in attracting and retaining young talent for long-term growth and sustainability. Its HR capability was also limited to administrative and transactional matters.

SOLUTION

- Build internal pool of talent for succession planning
- Create clear career progression pathways
- Develop talent management framework
- Benchmark its compensation and benefits against industry standards
- Organise group-wide innovation tournament

SUCCESS

- Strong middle management to ensure business continuity
- A more innovative culture to support business growth

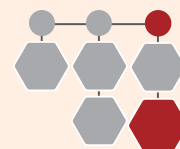
Cordlife is a service provider of umbilical cord blood and cord lining banking, with full processing and cryopreservation storage facilities across Asia.

AN INVALUABLE EXPERIENCE

“

I have always liked working in an SME because of the expanded role and responsibilities, being directly involved in making important decisions, and the close teamwork and friendship built over the years.

Ms Tan Huiying, a talent who has grown with Cordlife, from a Business Development Manager to Group Director, Quality and Operations



ENHANCED TRAINING SUPPORT FOR SMEs

The Enhanced Training Support initiative aims to encourage SMEs to send their employees for training. Funding is available for more than 8,000 courses, including certifiable courses supported by WDA and academic CET courses offered by the five Polytechnics and Institutes of Technical Education (ITEs).

HOW IT HELPS YOU



➤ **90% funding** for course fees



➤ **Absentee payroll funding** of 80% of basic hourly salary at a higher cap of \$7.50 per hour

AREAS COVERED

- All **certifiable courses** supported by WDA
- **Academic CET courses** at the Polytechnics / ITEs



REQUIREMENTS

- Employees must be hired in accordance with the Employment Act and fully sponsored by the SME
- Trainees must be Singapore Citizens or Singapore Permanent Residents

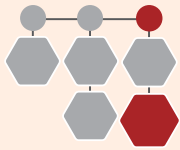
What can SMEs do?

Find out more at www.wda.gov.sg/etss

Submit applications and claims through online SkillsConnect platform www.skillsconnect.gov.sg



Eligibility requirements apply (Please refer to page 4).



ENTERPRISE TRAINING SUPPORT

The Enterprise Training Support Scheme aims to help SMEs to raise the productivity and skill levels of their employees; and attract and retain valued employees through developing good training systems and benchmarking compensation and benefits to market rates.

HOW IT HELPS YOU

- Up to **\$200,000 Training Grant**
- One-time **\$20,000 Capability Grant**
- Up to **\$60,000 HR Development Grant**
- Up to **\$15,000 Compensation and Benefits System Review Grant**
- Up to **\$52,000 Curriculum Contextualisation and Alignment Grant** (after the Capability Grant component)



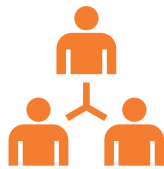
What can SMEs do?

Find out more at www.wda.gov.sg/content/wdawebiste/programmes_and_initiatives/ETS_Employer.html



AREAS COVERED

- Supports company training plan
- Builds in-house training capability
- Develops and contextualises training curriculum
- Develops HR System
- Reviews compensation & benefits system



REQUIREMENT

- All organisations, companies, societies and non-profit organisations registered or incorporated in Singapore are eligible to apply

VOICES OF HR ADVOCATES



With a good human capital strategy, it is not impossible for SMEs to overcome the challenge of recruiting and retaining good talent in this competitive labour landscape.

The focus is not on offering the best pay or providing fantastic perks, but on being a good employer who provides employees with ample opportunities to grow and learn on the job.

Dr Jaclyn Lee, Senior Director, Human Resources, Singapore University of Technology and Design

Pay attention to your human capital - they turn limited human resources into unlimited investments when treated with respect and care.

Professor Annie Koh, Vice President, Office of Business Development, SMU



SMEs have to find that unique employer proposition to offer that pull factor, whether it is flexible work arrangements, breadth of learning opportunity or sense of purpose. My tip to HR managers is to continually stay close to the business, help them to fix their problems and do not be afraid to question the status quo so that the SME can transform its business.

Ms Rita Chan, Head of Human Resources, Fujitsu Singapore Pte Ltd



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