

# Singapore Business Federation Foundation Employability Fund

Evaluation Report  
2023

An initiative by



Supported by



Evaluation by



SBF Foundation as the social impact arm of the Singapore Business Federation, is the enabler and amplifier of the businesses' efforts in creating social impact aligned with their corporate purpose.

The Foundation thank the business community – including companies who have hired, those who were interviewed and shared their experiences in this evaluation study, companies who have participated in Empower Circles, and those who have made a donation to support employability of the vulnerable groups.

This is the third employability related study commissioned by the SBF Foundation. You may access the first two reports here:



[Employability issues and support for low income and vulnerable groups 2019](#)



[Hiring of Disadvantaged individuals 2021](#)

Business community can come on board for a common goal of improving employability for the vulnerable groups. You may access the links below to learn more and/or sign up for Empower Circles:



[Understanding the Employability Fund](#)



[SBF Foundation signs MoU with people-public-private partners to enhance employability support for four vulnerable groups](#)



Empower Circles serves to bridge the knowledge gap of employers on the employment challenges faced by vulnerable job seekers. Human resource professionals and Heads of SMEs come together to share progressive hiring practices and appreciation of challenges faced by disadvantaged groups through Empower Circles. [Register your interest](#) for the next session!

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# Executive Summary

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## Overview of evaluation and objective

Singapore Business Federation Foundation Employability Fund is an initiative to engage and enable the business community to uplift the lives of vulnerable individuals and their families through differentiated employability and employment opportunities that maximise their potential and contributions to society. It started in July 2020 and up till now has partnered with four employment support programmes from by New Hope, SHINE / e2i, Daughters of Tomorrow (DOT) and Singapore Association of Mental Health (SAMH). Their roles are to support the job seekers from vulnerable groups to find and sustain employment. The support starts from job readiness preparation, job matching to ongoing support to employers and employees for sustainable employment.

An evaluation study was conducted by Empact in 2023 to report the outcomes of the fund achieved by the four employment support programmes, key success factors in making inclusive hiring sustainable and to develop case studies showcasing different ways employers could support employees from vulnerable groups. The next two slides provide an executive summary of the findings.

## Key success factors in making inclusive hiring sustainable

1. Strong buy-in from leadership and internal alignment
2. Workplace education and support to co-workers
3. Support from case workers and job coaches
4. Inclusive and supportive working environment
5. Adaptability in task allocation and design
6. Flexibility in administrative policies and procedures

# Executive Summary

## Output of the Employability Fund

Over the three years, the four employment support programmes have made various achievements through the fund. They include

- Increase in number of clients who received employment support
- Increase in engagement with employers for job placement and/or raised awareness about challenges and needs of clients
- Increased capacity of professional teams to refine service model and provide better support for clients and employers
- Consistently providing holistic support for clients covering from basic daily needs, job-ready skills to strengthening their sense of community and health and mental wellness

According to the programmes, there are more to be done to realise greater scale of support for the vulnerable individuals.

- More upskilling opportunities for clients to increase their skills and capacity for many industries
- Increase collaboration with employers in different industries, training partners for traineeship opportunities, and volunteers to support clients
- Increase effort to better identify clients who are job ready to improve process of job matching and sustainable employment

## Benefits of inclusive hiring

| <u>Employers</u>  | <u>Employees</u>  |
|---|---|
| <ul style="list-style-type: none"><li>• Achieve company's CSR goals</li><li>• Access to local talents to meet business needs</li><li>• Address company's operational and staff deployment needs</li><li>• Receive support from employability support programme</li><li>• Good employee fit for company's business and clientele</li><li>• Attain employees who are more open to new roles and industries and are appreciative of the job opportunities</li><li>• Improve employer's own mental wellness</li></ul> | <ul style="list-style-type: none"><li>• Gain financial security while working on personal challenges</li><li>• Able to explore new roles and industries, not limited by past working experience or educational background</li><li>• Supportive employers and co-workers</li><li>• Flexible work arrangement that meet employee's personal needs</li><li>• Job roles are redesigned or allocated according to employee's skills and competencies</li></ul> |

# About the SBF Foundation Employability Fund and the evaluation

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# SBF Foundation Employability Fund

**Singapore Business Federation Foundation Employability Fund** is an initiative to engage and enable the business community to uplift the lives of vulnerable individuals and their families through differentiated employability and employment opportunities that maximise their potential and contributions to society.

The fund started in July 2020 with **New Hope and SHINE / e2i** as its first two employment programme partners, and expanded to include **Daughters of Tomorrow (DOT)** and **Singapore Association of Mental Health (SAMH)** in July 2022.

In May 2022, **SBF Foundation** initiated a **Memorandum of Understanding with strategic partners, SHRI, NTUC's e2i and Tote Board** to strengthen the ecosystem providing holistic employment support for these vulnerable groups.

## Supported by



## Strategic Partners



## Programme Partners





# About the four vulnerable groups supported by Employability fund

Most people from the vulnerable groups are unable to remain in a job for more than six months and face various social, emotional and systemic barriers when job seeking. The table below summarises the key information about the four vulnerable groups.

| Vulnerable Group  | General demographics*  | Common employment barriers*   | Supported by  |
|---|--|---|---|
|  <p><b>Homeless individuals</b></p>                   | <ul style="list-style-type: none"> <li>78% male, 22% female</li> <li>82% are above 45 year old</li> <li>24% has tertiary education, 32% secondary, 44% primary</li> </ul>  | <ul style="list-style-type: none"> <li>Caregiving responsibilities</li> <li>Age discrimination</li> <li>Outdated skills / lack of relevant work experience</li> <li>No access to job information</li> <li>Mismatch of expectations</li> <li>Missing personal documents</li> <li>Low digital literacy</li> </ul>   | <ol style="list-style-type: none"> <li>Programme Partner: New Hope Community Services</li> <li>Referrals: AWWA and AMKFSC Community Services</li> </ol>                               |
|  <p><b>Unemployed parents of at-risk children</b></p> | <ul style="list-style-type: none"> <li>Between 25-50 year old</li> <li>Most are living in rental housing</li> <li>Most have PSLE to Diploma education</li> </ul>   | <ul style="list-style-type: none"> <li>Childcare issues</li> <li>Lack of relevant work experience</li> <li>Lack of educational qualification</li> <li>Health condition</li> </ul>   | <ol style="list-style-type: none"> <li>Programme Partner: SHINE Children and Youth Services</li> <li>Referrals: Lakeside Family Services and Fei Yue Family Service Centre</li> </ol> |
|  <p><b>Women facing challenges</b></p>                | <ul style="list-style-type: none"> <li>Women from the bottom 10% of Singapore socioeconomic group</li> <li>44% are Single Mothers</li> <li>60% has lower than secondary education</li> <li>Monthly income of less than \$400 per capita</li> </ul> | <ul style="list-style-type: none"> <li>Childcare Issues</li> <li>Living Wages and Future Stability</li> <li>Core and Stable Scheduling</li> </ul>   | <ol style="list-style-type: none"> <li>Programme Partner: Daughters of Tomorrow</li> <li>Referrals: Safe Place and Yayasan Mendaki</li> </ol>   |
|  <p><b>Persons with mental health condition</b></p>   | <ul style="list-style-type: none"> <li>60% are 18-34 year old</li> <li>70% has low functioning mental health hence not job ready</li> <li>58% has tertiary education, 28% secondary</li> </ul>   | <ul style="list-style-type: none"> <li>Self-stigma of clients</li> <li>Social stigma regarding their mental health and capabilities</li> <li>Limited accommodations on job scope / working hours</li> <li>Lack of support from colleagues and superiors</li> <li>Increasing job complexities (both blue and white collar)</li> <li>Lack of knowledge on existing workplace technologies</li> <li>Safety concerns (e.g. labour jobs with heavy machineries)</li> </ul> | <ol style="list-style-type: none"> <li>Programme Partner: Singapore Association for Mental Health</li> <li>Referrals: Club Heal and Singapore Anglican Community Services</li> </ol>  |

# Overview of the evaluation

SBF Foundation and Impact collaborated to conduct an evaluation on Employability Fund from Oct 2022 to August 2023 with the following objectives:

1. Report the outcomes of the four SBF Foundation funded employment programmes
2. Identify key factors of successful recruitment and retention of job seekers from vulnerable groups
3. Share case studies of practices in inclusive recruitment and employment by the four employment programmes and their partnered employers

The diagram below provides an overview of the key activities in this evaluation. We collated and analysed the programme data submitted by the social service partners and conduct **26** interviews with business leaders, managers, supervisors and employees from the companies who have hired from the vulnerable groups. More information about the evaluation methodology is on [Slide 60](#)



# Summary of Works by the Social Service Agencies supported by Employability Fund

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# Consolidated Programme Outputs reported by employability support programmes

| Types of output data reported by employability support programmes from July 2020 to June 2023 supported by Employability Fund |       |
|---|-------|
| Employers engaged for awareness and hiring opportunities  | 229   |
| Employers who hired individuals from the vulnerable groups  | 162   |
| Clients benefitted from employability support / supported to take concrete steps towards employment                           | 1093  |
| Clients are placed in employment  | 715   |
| Clients are placed in employment (In percentage)  | 65.4% |
| Clients sustained employment for 3 months   | 475   |
| Clients sustained employment for 3 months (In percentage)   | 66.4% |

# Daughters of Tomorrow (DOT)

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# Summary of work by DOT during the funding period

## Engagement with Employers

- In recent years, more employers are implementing Diversity, Equity and Inclusive policies and practices and are more open to hire DOT clients. As a result, DOT found more opportunities with new employers such as Chanel and OCBC where it used to be difficult for the clients to seek their own employment.
- When starting the placement process, DOT conducts onsite visits to understand the business structure of potential employers, explore where and how they can engage and hire clients. DOT identifies suitable roles where they know the clients can value add, co-creates job description and discusses salary if needed.
- When an employer is ready to hire, DOT coordinates the submission of resumes, interviews and other matters through the hiring process.
- After hiring, DOT conducts 1st, 3rd and 6th month check-in with the employers and clients. In situations where the clients failed to show up or not contactable, DOT also provides follow-up support for the employers.
- In terms of public awareness and education, DOT organised “This is my experience” poverty sensitisation workshop for potential employers and the staff in these companies. The workshop raises awareness about the clients’ circumstances and challenges which affected their employability.

**12** Employers **committed to supporting vulnerable jobseekers** and did hiring of DOT clients

**50** Employers were engaged to **build awareness** on inclusive hiring and explore hiring opportunities

*From Jul 2022 to Jun 2023*

# Summary of work by DOT during the funding period

## Engagement with Clients

- Daughters of Tomorrow's clients are referred by Family Service Centres, Social Service Offices and other Social Service Agencies, and are enrolled into the 2-months Confidence Curriculum Programme.
- The programme provided holistic support such as preparing the clients to be job ready, strengthening their health and wellness, learning skills such as understanding roles and responsibilities at work, punctuality and budgeting. It also built a sense of community and network of support for the clients.
- After completing the Confidence Curriculum Programme:
  - DOT provides one to one and in-person career coaching to the clients and uses the information gathered from the coaching to improve job matching for the clients.
  - Befrienders are also assigned to the clients. With strong rapport and trust built, the clients are comfortable in sharing their challenging situations such as workplace issues that they could not do so with the employers. When these situations arise, DOT liaises with the employers to resolve the issues. Addressing these issues earlier helps to keep the clients in employment.
- Even after placement, DOT also provides additional upskilling support such as training courses to these clients when needs are identified by the clients or the employers. At times, DOT also advocated on the clients' behalf for sustainable pay, no shift or weekend works which are essential for them to stay employed.

**358** Clients were **prepared for employment** through various support from DOT

**120** Clients were **placed in employment**

**84** Clients **sustained employment** for 3 months or more

*From Jul 2022 to Jun 2023*

# Summary of work by DOT during the funding period

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## Challenges faced in its work

- Many DOT clients are primary caregivers for their children without other forms of childcare support. Their availability and motivation to work are affected if their child are
  - Below 6 years old;
  - Unwell and require a lot of care;
  - Required close supervision in learning, especially during critical examination periods such as PSLE
- Some clients are also concerned about losing the government financial assistance and subsidies from social service office if they are employed. The income from the employment often do not meet their financial needs while the government financial assistance and subsidies are reduced progressively or removed due to the increased household income. Due to this concern, some clients even opted for the jobs with lower pay despite DOT tried to advise or change their mindsets on the matter.
- Due to their caregiving needs, more clients are not able to do shift works but some jobs have night shifts due to their operational needs. In the recent years, with better awareness and education, there are more employers who are willing to hire the DOT clients even if they are not able to perform shift works.



# SAMH

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# Summary of work by SAMH during the funding period

## Engagement with Employers

- SAMH increased its engagement activities with potential employers during the funding period through channels and opportunities such as the SBF Foundation Empower Circle. These efforts increased the awareness on mental health conditions and the hiring of SAMH clients.
- Most of the successful placements are with employers that already know about SAMH work and its clients, have understanding about mental health and are already to hire SAMH. SAMH also shared that these are usually social enterprises.
- SAMH provided these support to the employers:
  - Discuss the needs of the employers, assess the suitability of the working environment and understand types of jobs offered to ensure better job matching.
  - Evaluate the experiences and readiness of the staff, such as the immediate supervisor, so that SAMH could plan and support the transition for the clients.
  - Prepare the employer so that they could understand and support the needs of the clients such as ensuring the tasks assigned to the clients matching their competencies
  - After placement, each employer is assigned a point of contact in SAMH who does regular check in and provides support for the employers and the clients. These supports could last up to a year.
  - For more intensive workplace support, SAMH sends social workers to the workplace to support the clients and the employers. Not all employers are open to having SAMH social workers onsite as other staff might be uncomfortable, or they want to avoid revealing the client's' circumstances.

**6** Employers **committed to supporting vulnerable jobseekers** and hired SAMH clients

**11** Employers were engaged to **build awareness** on inclusive hiring and explore hiring opportunities

*From Jul 2022 to Jun 2023*

# Summary of work by SAMH during the funding period

## Engagement with Clients

- Most clients are referred to SAMH from hospitals, especially the Institute of Mental Health, and the second common source is social service agencies.
- Clients are supported to be more job-ready by receiving training in workplace skills, life skills and soft skills. When the clients are job-ready, they go through 6 month traineeship arrangement. When assessed to be suitable for employment, client will be placed into employment for a period of 6-12 months.

## Challenges faced in its work

- Clients that are referred to SAMH but are not job ready is a key challenge. SAMH receives many referrals from hospitals but many cases are not ready for employment and SAMH takes a long time to change their mindset to receive training and eventually job matched. SAMH is working with the common referral sources more closely so that they understand that the programme is about training and job placement for the clients and not a rehabilitation programme.
- SAMH also finds it challenging to attract and retain its programme staff as training and placing the clients into sustainable employment requires a lot of time, effort and patience. The high turnover rate of the programme staff also impacts the trust and rapport built with the clients, which in turn affects the job placements.
- Due to the intensity of its work, SAMH requires a large pool of professionals such as job coaches, trainers and social workers who can journey with the clients.

**32** Clients were **prepared for employment** through various support from SAMH

**8** Clients were **placed in employment**

**5** Clients **sustained employment** for 3 months or more

*From Jul 2022 to Jun 2023*

# New Hope Community Services

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# Summary of work by New Hope during the funding period

## Engagement with Employers

- Most employers get to know about New Hope and its services by words of mouth or professional networks such as City of Good. New Hope also goes to job fairs to meet and engage new employers in order to increase the number of potential employers across different industries.
- New Hope carries out various educational and awareness efforts with the employers such as providing them with informational resources and quarterly round table engagements. It also facilitates the formation of peer support networks among employers so that they can learn and share best practices on inclusive and sustainable hiring practices.
- Prior to listing any employer for job matching, formal onboarding sessions with each employer is conducted so that they have good understanding of the profiles of the clients and they are ready to hire through New Hope.
- Apart from job matching and placement, the team also provides post-placement support to the employers such as assigning a job coach to work with the clients and their immediate co-workers, or mediate any workplace issues between the clients and employers.
- New Hope shows regular appreciation towards the employers for their efforts and support in inclusive hiring.

**133** Employers **committed to supporting vulnerable jobseekers** and hired New Hope clients

**147** Employers were engaged to **build awareness** on inclusive hiring and explore hiring opportunities

*From Jul 2020 to Jun 2023*

# Summary of work by New Hope during the funding period

## Engagement with Clients

- Before working the clients on employment-related issues, the New Hope team spent time to build trust and rapport with the clients, understand their needs, skills and job preference. In some cases, their social workers also worked closely with the clients to address other psychosocial issues that could affect their job readiness.
- The team also worked on changing the mindset of the clients so that their dependence on government financial assistance can be reduced, and are more motivated to transit from part time to full time employment.
- The team was able to achieve better employment outcomes by matching the clients with opportunities that are aligned with their values, interest, skills, personality, other needs such as physical health needs. This also meant finding employers who are more accommodating to these diverse needs.
- New Hope continued to engage those who are less stable and may fall out of jobs by providing them with preparation, training and job placement.
- After job placement, the team also works with the clients on enhancing their employability, and ensure they continue to upgrade and improve employability. It also provides Job Support and Retention Award (which is funded by Employability Fund) to motivate the clients in sustaining employment.

**687** Clients were **prepared for employment** through various support from New Hope

**576** Clients were **placed in employment**

**382** Clients **sustained employment** for 3 months or more

*From Jul 2020 to Jun 2023*

# Summary of work by New Hope during the funding period

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## Challenges faced in its work

- Ongoing process in seeking and nurturing new employers
  - While New Hope has a good number of inclusive employers, it might not always have the clients suitable for the jobs offered by these employers. As such, the working relationship between the employers and New Hope might be hard to sustain, and it needs to seek and nurture new employers continuously.
- Age profile of potential clients is increasing
  - New Hope is getting more elderly clients seeking job placement and they have to find jobs that are less strenuous and challenging to these elderly clients. While some clients are in their 50s and relatively younger, they have multiple health issues that prevent sustainable job placements. This means that New Hope needs to expand a pool of suitable job opportunities for this specific profile.
- Motivating clients into doing longer term planning
  - Some clients were already in a dire financial situation when they reached out to New Hope. This meant that they need the money urgently, or even cash advance to deal with their immediate financial needs. Some might even opt for jobs that did not require CPF contribution so that they have more take home cash.
  - Many clients also could not afford time from work and money to get themselves upgraded in skills that will improve their employability.
  - New Hope motivates them into longer term planning, and moves them into jobs with monthly wage so that they could develop financial management skills and habits. Some are afraid to participate in training courses, either because of their lower language proficiency or they have not participated in any training for a long time. New Hope try to organise the internal training courses so that these clients can attend the training.

# SHINE and e2i

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# Summary of work by SHINE and e2i during the funding period

## Engagement with Employers

- e2i does not specifically reach out to employers for the beneficiary group as its work is for general population.
- When it comes to job matching, e2i focuses on suitability of the clients' competencies.

## Engagement with Clients

- e2i shared that more clients are served since SHINE and e2i partnered on this initiative.
- 90% of the referred clients are from low educational background; e2i supported them in looking for more job opportunities via online job matching portal and also developing and uploading their resumes onto these job matching portals.
- e2i conducted online educational and awareness sessions for the clients so that they are more aware of the resources and support available to them.
- It also organised mini job fairs with walk-in interviews for clients.
- e2i staff does home visits or in person meetings with the clients to provide job coaching.

## Challenges faced in its work

- e2i shared that some of the clients are very proactive in getting themselves employed but many faced issues such as heavy responsibilities in childcare or eldercare which require flexible working arrangement. Some have existing health issues which affect their employability. To meet these clients' needs, e2i organised mini job fairs where they could find suitable employers who are willing to do on-the-spot job interviews
- Some of the clients have received government social assistance and prefer not to work in order to avoid losing these assistance. Some who are job matched but did not show up at work. e2i organised awareness and educational workshops, and coaching, for these clients so that they developed positive mindset and attitudes towards employment.

**6** Employers **committed to supporting vulnerable jobseekers** and hired e2i clients

**21** Employers were engaged to **build awareness** on inclusive hiring and explore hiring opportunities

**16** Clients were **prepared for employment** through various support from e2i

**11** Clients **placed in employment**

**4** Clients **sustained employment** for 3 months or more

*From Jul 2020 to Jun 2023*

# Benefits and Challenges for Employers

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# Benefits to employers for being in the employability support programmes

## Align hiring with company's inclusive employment policies and practices, and achieve CSR goals

- Many companies, regardless of size, recognise that they have a role to play in society and are increasing championing efforts to give back to the community.
- The interviewed employers are made up of MNCs with clear corporate social responsibility goals or diversity, equity and inclusion objectives, and small medium enterprises with a corporate mission to support individuals from the vulnerable groups. These business leaders or hiring managers are also personally motivated to make their companies more inclusive and accepting of people from different backgrounds.
- So for employers, recruiting individuals from vulnerable groups is one **direct method to fulfil their company's inclusive employment efforts.**

“ As a brand that champions and plays a big part in all communities, we believe that having diverse representation across society allows us to better understand and serve our customers. ”

Kumara, Restaurant General Manager, McDonald's Jurong East 24

## Access to a pool of local talent to meet business needs

- One of the **constant recruitment needs** for employers is **finding local talents**. The competition for talent is high in the general population. Thus, a key benefit to being a part of an employability support programme is the opportunity to tap on the **readily available pool of local talent** who are the **individuals from vulnerable groups supported by the programme.**

“ It's hard to hire locals from open market to meet manpower quotas so DOT is another channel to tap on for local workforce ”

Linda Gan, HR Manager, Levi's®

# Benefits to employers for being in the employability support programmes

## Support from the employability support programme

- These individuals are well supported by the programmes to be job-ready before matching with employers. Job coaches, case workers and other staff journey closely with the individuals to develop understanding of their strengths, needs and challenges to provide the needed support to work towards the main goal of gaining sustainable employment.
- The programmes also work hand in hand with employers to identify suitable candidates for their companies and support employers in their relationship management with the potential individuals.

“ DOT acts as frontline agency, filtering the right candidate and let us know what type of background and challenges they faced. This benefits us when we welcome them to the team. ”

Fairoz Kareem, General Manager,  
Pink Parlour

## Address company's operational and staff deployment needs by deploying employees strategically

- Many individuals from the programmes are working on various personal challenges. Ranging from gaining workplace skills, overcoming social stigma, maintaining stable health conditions, balancing family caregiving needs or school commitment, to addressing housing needs. As such, they require flexibility in work arrangements.
- While this need for flexibility may be barriers for some employers, for others this is a good chance to address their operational and staff deployment needs by knowing how to deploy these employees strategically. Employers have found ways to make adaptations like rostering or task allocation in a way that benefits both parties.

“ The employees have shorter shifts or hours, flexibility with schedule. This can help the company save costs if just need to plug these beneficiaries into peak hours ”

Linda Gan, HR Manager,  
Levi's®

# Benefits to employers for being in the employability support programmes

## Finding good employee fit for the company's business and clientele

- Employers **appreciate the skill sets, work experience and/or personal values** the individuals bring to their business and clientele. For example:
  - Go Mama's business supports breastfeeding mothers so they find compatibility in working with mothers who can resonate with their mission and have transferable skills from their own motherhood.
  - Speerings hired an employee that performed well in his client facing role thanks to his sociable personality, language skills and previous experience in money lending work that involves strong people skills.

“  
*Most mothers are very good at multitasking and are problem solvers, moms being moms. So they synergise well with the market we are in, and they have a good fit with the company.*”

Vivian Lee, CEO,  
Go Mama

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## Individuals from the vulnerable groups are more open to new roles or industry

- Employers also observed that **individuals from the vulnerable groups tend to be more receptive to different job roles**. They may face personal challenges like, low self-confidence, slower adjustment to new workplace and require more supervision initially, but **with proper support and training** these employees are able to learn, develop to take on more responsibilities and **contribute greatly in different capabilities**.

“  
*They are more open and receptive to different positions, roles and settings. Someone from the open market with experience may know what they want, and might be hard for them to try different roles and responsibilities.*”

Vivian Lee, CEO,  
Go Mama

# Benefits to employers for being in the employability support programmes

Individuals from the vulnerable groups are more appreciative of job opportunities

- These individuals face many barriers when seeking employment with companies not being able to understand or willing to adjust to their needs. Thus when the job opportunities are given, employers observed that these individuals are **more appreciative while also are receptive to the job roles**. This is especially more so for employers who are putting in efforts to create more supportive and conducive workplace.

“ They are loyal and committed. They come on time and do their job. ”

Ronnie Seah, General Manager, Sankyu

Able to hire good employees who can contribute to the company, and also improve employer's own mental wellness

- Employers that hired from the vulnerable groups shared that they **found “good” and “loyal” employees**, who make good contribution to the company while **increasing the employee retention rate**.
- Among the interviewees from the employers, there are strong champions of inclusive hiring in their company. One of these champions, Managing Director of Findjobs, felt that **a successful hire made him feel good mentally as he could support individuals from vulnerable groups while meeting the company's operational needs**.

“ Personally, I feel very happy to provide opportunities to employees and contribute to the company without disrupting my operations and other co-workers. ”

Ivan Lim, Managing Director, Findjobs

# Benefits and Challenges for Employees

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# Benefits to employees for being in the employability support programmes

## Being employed with improved financial security while working on personal challenges

- As mentioned previously, job seekers from the vulnerable groups face barriers seeking and maintaining employment. The state of unemployment affects their financial situation severely and often result in or compounded the severity of other existing personal issues.
- **Being employed offered these individuals an opportunity to work towards better financial security.** When they are in a better position for development, it also **increased their capacity to work on their personal challenges.** For many cases, the enhanced stability improved their daily lives and health conditions.

“  
*[I] love this job, can learn how to social with people and secure an income.*  
”  
Camilla (not real name),  
Packing Assistant, HMLY

“  
*I used to take 16 pills per day, cut down to 2 pills daily now, 70% support is from Sankyu.*  
”  
Danny (not real name),  
Cleaner, Sankyu

## Able to explore new role or industry, and not limited by past working experience or educational background

- Through employment with inclusive employers, **job seekers from vulnerable groups could gain new skills through training and/or explore new interests.**
  - An employee in Go Mama showed active interest and was given the chance to take on new role in telemarketing and digital media in addition to her original role of data entry staff.
  - An employee in Pink Parlour received free training from her employer to start her career in beauty services.

“  
*Giving them opportunities to upskill, down the line they might even be able to have a better job, to support their family, rather than just "I can only do warehouse job or admin jobs.*  
”  
Vivian Lee, CEO,  
Go Mama



# Benefits to employees for being in the employability support programmes

Employers allowed flexible work arrangement that fulfil employee's needs

- These employees are able to sustain employment because their companies allow certain flexibility or adjustments in work arrangement. These arrangements could be existing company practices or new modifications adopted in response to the individual's needs. Such measures help the employee to better manage personal challenges while sustaining their job. Some examples include:
  - Flexible work schedules that allow employees to attend night classes or child or elder caregiving needs
  - Periodical leave for medical appointments
  - Shorter duration in reimbursement of office claims to reduce cash flow burden on the employee

“ I decided to work with Pink Parlour because it was hard to find job with flexible timing and good location near home so I can fetch my son. ”

Rose (not real name),  
Beauty Therapist, Pink Parlour

Employers redesigned or allocated roles and responsibilities according to employee's skills and competencies

- A tailored approach is one critical factor to sustainable employment. Employers who have shown openness to redesign and/or allocate job roles according to the skills and competencies of employees are more likely to help employees stay in their job longer. In its execution, it is also important to be mindful not letting it affect the company's operational needs or compromise on work expectations.
  - The supervisor at Sankyu was willing to assign responsibilities to the employee progressively as he adjusted to his new job, also provided guidance on his tasks through daily meetings
  - The team at Findjobs divided a graphic designer role into a morning and afternoon shift, so that new hires can ease into their roles, get used to the routine and increase work hours gradually.

“ Person with mental health recovery, takes time to establish routine of work, instead of redesigning the job scope, we redesign based on their needs. ”

Ivan Lim, Managing Director,  
Findjobs

# Benefits to **employees** for being in the employability support programmes

## Working environment where employers and co-workers are supportive

- The employees shared that they **have good work environment where they feel supported by supervisors and colleagues**. These support can be in form of regular check-ins, constructive work feedback and/or verbal encouragement.
- Job seekers from vulnerable groups tend to have low self-confidence and/or challenges acclimating to new environment, especially those who have been away from the workforce for a long time. Time and consistent effort is required to overcome these challenges, thus having a supportive environment is crucial for them to perform well and thrive at their work.

“ My colleagues and employer are very encouraging and supportive, making the learning process more enjoyable and productive. ”

Carol (not real name),  
Sales and Admin Support, Go  
Mama

# Challenges faced by **employers**

Apart from the benefits experienced by the employers, they also shared challenges implementing inclusive hiring practices. Below are the key challenges shared by the employers

| Key Issue   | Key Challenges   |
|---|--|
| Balancing staff support against business operations                           | <ul style="list-style-type: none"><li>• Additional support and understanding from employers towards employees from vulnerable groups help them adjust into the workplace and sustain their performance. However, a balance between staff support and operational requirements is essential to maintain optimal business functions.</li></ul>   |
| Lack of knowledge and experience working with persons from vulnerable groups  | <ul style="list-style-type: none"><li>• Supervisors and/or colleagues face difficulties working with employees from vulnerable groups when they have no awareness and knowledge about the circumstances faced by these employees or experiences working with them. In many cases, these challenges are worsened by a lack of communication between both parties.<ul style="list-style-type: none"><li>◦ Sankyu had an employee who were overwhelmed by complex instructions while his supervisor could not understand why he was refusing to work, until the job coach mediated to have both parties share their challenges with each other.</li></ul></li></ul> |
| Overcoming social stigma and stereotypes                                      | <ul style="list-style-type: none"><li>• During recruitment, employers have concerns about the employee's commitment and ability to perform due to their conditions and backgrounds. During employment, supervisors and/or colleagues may not be willing to socialise with new employees because they are uncertain about their conditions or circumstances and how to deal with them, especially for employees with mental health conditions. Many of these are caused by the social stigmas and stereotypes associated to the vulnerable groups.</li></ul>  |
| Resources to invest in training and tools to foster the inclusive environment | <ul style="list-style-type: none"><li>• Lack of targeted support for small companies or SMEs regarding inclusive hiring. Smaller SMEs would benefit from extra funding support to create more inclusive working environment e.g. Employer Support Grant. Investment of time and resources are needed to raise awareness and implement inclusive hiring e.g. DEI training and workshops for internal staff, appointing a Chief Diversity Officer, creating an employee resource group.</li></ul>  |



# Challenges faced by employees

Similarly, while employees reported benefits, they also met many challenges even when hired by inclusive employers.

| Vulnerable Group  | Key Challenges  |
|---|---|
|  Homeless individuals                   | <ul style="list-style-type: none"><li>• Age-based discrimination during hiring</li><li>• Health conditions</li><li>• Outdated skills / lack of relevant work experience</li></ul>   |
|  Unemployed parents of at-risk children | <ul style="list-style-type: none"><li>• Childcare responsibilities</li><li>• Outdated skills / lack of relevant work experience</li><li>• Lack of educational qualification</li><li>• Health conditions</li></ul>   |
|  Women facing challenges                | <ul style="list-style-type: none"><li>• Childcare responsibilities</li><li>• Low wages that are not sustainable for future financial stability</li><li>• Limited accommodations on job scope and/or stable schedule to manage concurrent personal responsibilities e.g. school, caregiving, work</li><li>• Lack of relevant work skills and experience</li></ul>  |
|  Persons with mental health condition   | <ul style="list-style-type: none"><li>• Social stigma regarding their mental health / Lack of support from colleagues and superiors</li><li>• Limited accommodations on job scope and/or working hours to manage conditions of wellbeing e.g. lighter workload, breaks when feeling overwhelmed</li><li>• Increasing job complexities (both blue and white collar)</li><li>• Lack of knowledge and relevant work experience</li><li>• Safety concerns (e.g. labour jobs with heavy machineries)</li></ul> |

\* Source: SBF Foundation and SBF Foundation Empower Circles report and interviews conducted for this evaluation

# Key Success Factors in making inclusive hiring sustainable

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# Key success factors in making inclusive hiring sustainable

Through all the interviews with the employers and employees, we gathered and analysed the data to reveal the key success factors that made inclusive hiring possible and sustainable.

## Strong buy-in from leadership and internal alignment

- Personal motivation (personal experiences with individuals from the beneficiary groups)
- Strong commitment and collaboration across different stakeholders within the company
- Alignment with company's vision, mission and/or CSR goals
- Address company's operational needs, and not just about "doing good"

## Workplace education and support to co-workers

- Educate staff especially immediate supervisors and co-workers on issues related to the beneficiary groups
- Train staff on how to engage and support employees
- Support staff in their adjustment to employees (e.g. Addressing any resistance or concerns about working with employees)

## Support from case workers and job coaches

- Tap on case workers and job coaches, to understand the background and needs of the employees
- Involve social services agency partners in awareness education and training in the company
- Maintain constant contact and communication with case workers and job coaches to support employers and employees

## Inclusive and supportive working environment

- Address workplace discrimination (even if it is unintentional)
- Implement Buddy system / Peer support
- Maintain regular check in with employees
- Promote open communication and feedback among staff
- Enable learning and sharing of knowledge and skills among staff
- Provide suitable training and close coaching support

## Adaptability in task allocation and design

- Understand strengths, weaknesses, motivation and needs of employees
- Set realistic goals based on skills, competencies and readiness (e.g. gradual increase in workload)
- Customise tasks based on skills, competencies, and readiness (e.g. Splitting a task into two)
- Maintain clear workplace goals and expectations
- Conduct work trial / scaffolding of tasks to assess suitability and readiness of job seekers

## Flexibility in administrative policies and procedures

- Enable flexible work arrangements to support needs (e.g. adjustment to rostering or hybrid working)
- Modify company policies and/or procedures to address concerns of employees (e.g. Changing fuel cost reimbursement procedure so that an employee can get reimbursement faster)

# Case Studies

Through the interviews with the employers and employees that Empact conducted as part of the evaluation, 10 case studies were developed to illustrate the efforts by the employers in making inclusive hiring sustainable.

# Case Study 1: Urban Culture



*“We are not a social enterprise or charity, we are hiring from the group because we need staff. However, we are also willing to give people a second chance, especially those who have gone through a tough time.... If you want to help a person to contribute their best, there will be some level of customisation in tasks and resources.”*

**Human Resource Director at  
Urban Culture**

## Employee: Alan (not real name)

- Background: Alan, 55, was unemployed and lost his home after a heart operation and is now living in a temporary shelter. He has extensive experience in delivery work but faced difficulties finding jobs that was not physically strenuous on his physical health and with good hours for a sustainable income.
- Job role: Delivery driver

## Company: Urban Culture

- Background: Farming services, local business with less than 50 employees
- Identified employer: Samuel, HR Director

Urban Culture was looking for a delivery driver. Their HR Director, Samuel, was introduced to New Hope at a church where they were conducting community engagement activities. He has worked with people from vulnerable groups before and reached out to New Hope for recruitment. The job coach connected him to Alan, they had their first meeting at the shelter where they shared their expectations for the role.

The company is pleased with Alan's performance, his attitude and that he “did not view the job as a pastime”, which is a key factor in hiring for them. Since this was their first delivery role, the company was flexible in the job design and was open to accommodate to Alan's needs, including frequent medical leave and frequent expense reimbursement.

Alan is also happy with his work at Urban Culture which is “different from his previous companies”. He felt that they “trust him at work without always questioning on unnecessary matters, [and they] listen and share feedback and [give] same treatment for all the staff”. Since working, Alan has gained financial stability. He expressed that he was looking for another side job to seek additional income, to which his supervisor had no objections since it does affect his official three days a week schedule.



## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment  |  | Retention   |  |
|--|--|---|--|
| Paid Work Trial  | Open To Accommodations   | Hands-on Employee Training  | Supportive Work Environment  |
| <ul style="list-style-type: none"> <li>Urban Culture provided a <b>paid one month work trial</b>, for both parties to gauge the suitability for the role. This was subsidised through a government work trial programme that the company applied for.</li> </ul> | <p>Alan was their first delivery driver hire so the job role was “created with him in mind and [they] were open to accommodations”. At the interview, both parties openly shared their expectations and requirements.</p> <ul style="list-style-type: none"> <li><b>Weekly instead of usual monthly reimbursement for fuel cost:</b> the adjusted frequency was useful for Alan to manage his tight cash flow.</li> <li><b>Flexible medical leave:</b> Alan can take leave when needed for his medical appointments. With ample notice, the supervisor will cover his shift. Given the small business, it was manageable for the supervisor to cover his shift when given ample notice.</li> </ul> | <ul style="list-style-type: none"> <li>Unlike his previous role with fixed delivery routes, the new role required more complex navigation to individual customers. So for the first two weeks, the supervisor drove along on delivery trips to provide guidance. He also taught Alan how to use Google Maps and translated training materials into Mandarin.</li> </ul> | <ul style="list-style-type: none"> <li><b>Trust and considerations:</b> the company trusted Alan to drive the company van to and from work to cut down his commuting time shortly after the work trial.</li> <li><b>Understanding:</b> HR expressed understanding and was ready to help when Alan faced payroll delays due to issues with the bank, which is common for people living in shelter.</li> <li><b>Open communication:</b> both parties build trust and rapport through open communication, Alan and his supervisor regularly share their needs and feedback with each other. Alan felt “trusted by the supervisor” and does not hesitate to share ideas e.g. recommendations on van purchase, being open with his supervisor about looking for a side job as Grab driver which his supervisor is okay with.</li> </ul> |

## Case Study 2: Levi's®



*“ Do not discriminate them. Be patient with them, especially if they are more shy and slower. Everyone in the company plays a part, even the receptionist who is their point of contact. Make sure that they felt welcomed and not outcasted. “*

**Human Resource Manager at  
Levi's®**

### Employee: *Beatrice (not real name), Data Entry Administrator*

- Background: Beatrice, 50, has a background in administrative work. She has been away from the workforce for more than three years due to serious diabetes condition. When she decided to return to work, she faced difficulties mainly due to age discrimination, lack of updated skills and not many companies were able to accommodate her health conditions which includes breaks during work shift and frequent leave for medical appointments.

### Company: Levi's®

- Background: Retail services, MNC, with more than 200 employees in Singapore
- Identified employer: Linda Gan, HR Manager and Girish Pillai, Hiring Manager

Levi's® HR Manager, Linda Gan, initiated the recruitment through Daughters of Tomorrow (DOT), who is one of the company's community partners, with the intention to deepen the company's DEI efforts. Despite some concerns from her colleagues about potential commitment of Beatrice due to her profile, Linda and Girish were supportive of the recruitment as they “believed in giving fair chances”.

There were some challenges to acclimate Beatrice into the workforce like catching up in her knowledge and skills, building her confidence which was affecting her motivation at work and managing her physical health. Despite that, Beatrice, Girish and team worked it out well through efforts like incremental training, buddy system, regular check-in and even active participation in company's employee engagement activities.

Since working, Beatrice not only gained financial stability, but she also built up her self-confidence and has since gained a much brighter outlook on her job readiness for future employment. She has been performing well in her role and is hoping to continue with the company after her one-year contract.

## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment  | Retention  |   |
|--|--|---|
| Buy-in from leadership and management  | Personalised training  | Supportive Work Culture   |
| <p>HR Manager championed the company's DEI efforts by proactively engaging DOT, one of Levi's® community partners.</p> <ul style="list-style-type: none"> <li>There were initial concerns among colleagues about the potential commitment level of DOT clients because they have been away from the workforce. However, HR Manager shared learnings from DOT workshop about the challenges and potential of DOT clients, and about the importance of staying open about inclusive hiring and believing in giving fair chances to employees.</li> </ul> | <ul style="list-style-type: none"> <li>A challenge faced by the Hiring Manager was providing the right level of training due to Beatrice's lack of industry experience. The <b>training</b> that Beatrice received <b>included both theory</b> (reading on industry-related materials) and <b>practical</b> (data entry work). It also emphasised the purpose of the role and how it fits in the big picture.</li> <li>Post-onboarding, the company provided <b>buddy system</b> and <b>adhoc check-in</b> with manager</li> <li><b>Incremental training and support</b> system helped build Beatrice's confidence while she learnt and grew in her role.</li> </ul> | <ul style="list-style-type: none"> <li>Beatrice gained self-confidence and confidence in her work over time through her interactions with colleagues, employee engagement activities, and adhoc check-in with Hiring Manager and HR manager.</li> </ul> |

# Case Study 3: Go Mama



*“Many things get in the way and you need a champion in the company who has a strong faith and belief in inclusive hiring. I am the champion in Go Mama. I have always emphasised the importance of inclusive hiring with my partners and my employees so they should expect that there will be colleagues from vulnerable background.”*

**Founder, Go Mama**

## **Employee: Carol (not real name), Female, sales and administrative support**

- Background: Carol, 25, is a single mother and part time student who has previous administrative work experience. Her difficulties in job seeking include the lack of qualification and working experience, and personal lack of motivation after not being able to sustain long term job tenures. When she decided to start job seeking again, her social worker introduced her to Daughters of Tomorrow (DOT) where she attended upskilling courses to prepare for employment.

## **Company: Go Mama**

- Background: local business that provides lactation pod system, with less than 50 employees
- Identified employer: Vivian Lee, Founder/CEO

The Founder of Go Mama, Vivian, was introduced to DOT after attending their poverty sensitisation workshop. She is supportive of DOT beneficiaries and specifically supportive of working mothers because she “understands their challenges in juggling work and family responsibilities”. Thus, DOT referred Carol to Go Mama after Vivian expressed interest for recruitment.

Carol started in sales and administrative support and has since grown into the new role of sales and digital marketing after showing potential. Not only gaining technical skills, she is also honing her leadership skills by managing interns.

As someone who was looking to gain a new career direction, Carol felt that her experience at Go Mama has allowed her opportunities to explore her strengths and weaknesses while also accommodated to her needs as a single mother who is learning to manage work, study and childcare duties.

## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment   |   | Retention   |   |
|---|---|---|---|
| Workplace education with leadership buy-in  | Flexible administrative practices   | Active support in career development  | Supportive Work Culture   |
| <ul style="list-style-type: none"> <li>• Founder is motivated to support working mothers because she understands their challenges in juggling work and family responsibilities. She is the key champion and has been consistently sharing her intention with colleagues and partners the importance of inclusive hiring.</li> </ul> | <ul style="list-style-type: none"> <li>• The company has <b>parent-friendly work arrangements such as work from home, bring children to work days, caregiving leave</b> etc. These arrangements allowed Carol to juggle various personal commitments.</li> <li>• Guidelines are also set to manage these flexibility i.e. delegating task-based instead of time-based work, and facilitating updates on tasks.</li> </ul> | <ul style="list-style-type: none"> <li>• Provide learning opportunities, recommend courses to upskill, recognition of employee's strengths and growth.</li> <li>• Beyond the administrative role, Carol gained new skills in sales, digital marketing and leadership. Founder saw Carol's potential in sales and marketing and encouraged her to enroll in a telemarketing course provided by DOT. After training, Carol was entrusted with digital marketing tasks.</li> </ul> | <ul style="list-style-type: none"> <li>• Actively <b>create opportunities for existing staff and new hires to interact</b> so that they can integrate well such as lunch gathering and work collaboration.</li> <li>• <b>Support professional growth</b> such as weekly work check-in, and <b>encourage contributions of new ideas and areas of improvement.</b></li> </ul> |

# Case Study 4: Sankyu



*“It takes more than one person in the company to make this work. Many people still have misconceptions about persons with mental health conditions.... Prepare staff (supervisors and co-workers) through awareness workshop is helpful. We need to keep an open mind, because knowing about the mental health conditions is very different from having a direct experience.”*

**General Manager at Sankyu**

## **Employee: Danny (not real name), cleaner**

- Background: Danny, 57, diagnosed with depression. He has experience in maintenance work. He was looking for a job near home with a stress-free environment where there is a lighter workload so he can manage his mental health conditions.

## **Company: Sankyu**

- Background: Freight forwarding services, MNC with more than 200 employees
- Identified employer: Ronnie Seah, General Manager

The General Manager at Sankyu, Ronnie, is personally motivated in hiring person recovering from mental health conditions. He has been supporting a family member with similar circumstance and thus has strong empathy for job seekers in such situations. Both Ronnie and Danny were acquainted with SAMH and was matched by the SAMH job coach when a job opening was available.

There were challenges when Danny first started working. Danny was overwhelmed by the work due to a lack of instructions from his supervisor. This was resolved with guidance from Ronnie and mediation support from job coaches. From his experience with persons dealing with depression, Ronnie understood the importance of personal rapport thus he ensured to build connection with Danny and acted as a bridge until Danny and his supervisor developed the needed rapport.

The six year experience at Sankyu has been beneficial for Danny in many ways. The regular income lightened his financial burden, the supportive work environment aided his mental health recovery. He used to consume 16 pills a day and has since cut down to 2 pills a day and credited this improvement to “70% support from Sankyu and 30% from family, religious and exercise”. On top of being content at work, he also found new passion for work in elder care and is doing related part time course concurrently with his work at Sankyu.

## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment   | Retention  |   |
|---|--|---|
| Leveraged on job coach support  | Supportive working environment   | Employee Development  |
| <ul style="list-style-type: none"> <li>Job coach has established and maintained <b>strong relationship</b> with Danny. They helped to <b>smoothen the workplace communication issues</b> between Danny and his team in the initial months of his employment.</li> </ul> | <ul style="list-style-type: none"> <li><b>Maintain one-on-one rapport:</b> General Manager knew that it was crucial for Danny to be supported more closely when he was new to the company.               <ul style="list-style-type: none"> <li>General Manager put in effort to build a strong rapport with Danny through regular engagements so that Danny would have someone to rely on while getting to know the rest of the team and adjusting to work.</li> </ul> </li> <li><b>Guidance to internal team on their adjustment to new employees:</b> General Manager also provided support to Danny's supervisor and advised on how to work with Danny.</li> </ul> | <p><b>Build understanding of employee's workstyle to provide the right guidance</b></p> <ul style="list-style-type: none"> <li>Danny had wanted to quit initially because the work was overwhelming. However, his supervisor and colleagues worked to understand his work style and "see things from his perspectives" in order to support him in a way that he needed. These efforts include counselling, regular encouragement, appreciation and engagement with gifts or birthday celebration, and open communication, showing that he can share his worries when needed.</li> <li>In terms of instructions which he struggled with at the start, his supervisor held <b>daily 'toolbox meetings'</b> to delegate tasks and provide close guidance until he can work independently.</li> </ul> |

# Case Study 5: Findjobs

The logo for Findjobs, featuring the word "Findjobs" in a bold, red, sans-serif font. The letter "j" is stylized with a dot that is a small circle.

*“Everyone has their own set of challenges and faces problems (both customers and colleagues). For the less privileged workers, they face more challenges and have fewer resources to [help] control their emotions... [We are] not doing charity, for the sake of hiring. We’re hiring based on their ability and what can they contribute to the company”*

**Managing Director at  
Findjobs**

## Employee: John (not real name), 31, job recruiter

- Background: John, 31, was dealing with mental health conditions and had difficulties finding or sustaining a job due to his struggles in managing stress and/or the persisting stigma in companies that makes it difficult to accept employees with mental health conditions. He was seeking for roles that handle backend operations and does not require interaction with other people.

## Company: Findjobs

- Background: Social enterprise that develops applications and physical kiosk to connect jobseekers and employers, with 11-50 employees
- Identified employer: Ivan Lim, Managing Director

Findjobs has extensive experience working with people from vulnerable groups. Thus they have good understanding of common challenges faced by the employees dealing with mental health conditions. They are open to accommodate various needs of employees. The different ways that the company supported John to acclimate better in the workplace include shorter work shift for a gradual transition, allowed his Occupational Therapist to join him at work for the first few days, regular check-in and encouragement, and flexible working arrangement as needed.

Over the six months so far at Findjobs, John felt that the company “understood his circumstances” which encouraged him to take on the new challenge of doing client facing work which is phone recruitment. He is still not ready to do full time yet but is “taking it day to day” and is building “perseverance and resilience and continuing to fight”. Through this, he is able to build work experience and improve his social skills.



## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment   |   | Retention  |   |
|---|---|--|---|
| Leveraged on job coach support  | Open to accommodations  | Workplace education  | Job Redesign  |
| <ul style="list-style-type: none"> <li>Tap on job coaches to bridge communication and understand employee needs. Based on experience, most employees are more open to share with their job coaches / Occupational Therapist.</li> </ul> | <ul style="list-style-type: none"> <li>The company is open to accommodate to the needs of employees e.g allowing Occupational Therapist to accompany John for the first few days at work as he needed support from a familiar party.</li> </ul> | <ul style="list-style-type: none"> <li>With the experience in working with employees from vulnerable groups, the company has good understanding of common challenges faced by employees, for example, needing time to build confidence, routine and the extra effort to maintain consistency for their conditions.</li> <li>The Managing Director and key management are intentional about the education and observance of unintentional discrimination against the employees. He shared that one crucial reminder is the respect of privacy for all employees.</li> </ul> | <ul style="list-style-type: none"> <li>Split one job role into two, AM/PM shift, to allow new hires the time and space to acclimate into their job role. Then, gradually increase number of hours per employee's level of comfort.</li> </ul> |

# Case Study 6: HMLY

The logo for HMLY, consisting of the letters 'HMLY' in a bold, black, sans-serif font with a slightly distressed or textured appearance.

*“[Success factors are to] allow the workers to share their challenges, understand their needs, identify the root of the problem. Have internal discussion with management and provide solutions their problems.”*

**Supervisor at HMLY**

## **Employee: Camilla (not real name), 51, packing assistant**

- Background: Camilla, 51, has not worked for 10 years due to mental health conditions. She has basic computer proficiency and was seeking a part-time job in a non-stressful environment with light workload so she can maintain a low stress level. It should also allow a flexible schedule as she needs to take leave occasionally for parent caregiving.

## **Company: HMLY Pte Ltd**

- Background: Packaging and containers manufacturing, local company, with less than 200 employees. They have worked with 4 employees from SAMH.
- Identified employer: Rina, HR Manager and Si Por, Supervisor

The company partners with SAMH as a recruitment channel to address their human resource gap. They are open to provide opportunities for job seekers from vulnerable groups, and have experience training workers who are unfamiliar with the workforce including foreign workers. They have a system of incremental work exposure and training which is suitable for Camilla who needs the right support when transitioning back into the workforce.

Although it was hard for Camilla to open up to others and to start work, she slowly caught up in both her work and relationship with colleagues. Her supervisor supported her career development by recommending a different job role which she tried and decided to not pursue due to the higher responsibilities and potentially stressful situations.

In the one and a half year at HMLY, she not only secure an income to support her daily expenses, but also grew more confident and improved in her social skills.

## Practices that were adopted by the company to facilitate better recruitment and retention

### Retention

| Employee Training   | Supportive Work Environment   | Employee Career Development   |
|---|---|---|
| <p><b>Incremental work exposure and training</b></p> <ul style="list-style-type: none"> <li>• With permission, supervisors were briefed on the employee's conditions to inform if there are certain support needed e.g. no heavy lifting physically, regular monitoring of stress level to avoid being overwhelmed.</li> <li>• Start work at mid-difficulty level to determine competency and adjust accordingly. If the role is not suitable, they would switch employees to easier roles and build experience gradually.</li> <li>• Start in smaller team before moving to bigger team to build confidence working in a team and to adjust to the work pace.</li> </ul> <p><b>Monthly evaluation</b> by supervisors to monitor performance and provide necessary feedback. Bonuses are also determined by evaluation results.</p> | <ul style="list-style-type: none"> <li>• <b>Ad-hoc check-in</b> with supervisors and HR to share about workload and stress level e.g. being slower than others and low confidence. They supported Camilla through this and understood that she needed time. This was a key factor to her getting well-adjusted into her role here. She has since shown tremendous improvement in her work, confidence and interactions with colleagues.</li> <li>• <b>Acknowledgement</b> by supervisors. They made sure to recognise employee's good performance. This boosted Camilla's confidence at work especially when she was celebrated for being able to complete 5000 barcode labels in a day.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Active support to employee's growth.</b> The supervisor encouraged Camilla to take on barcode labelling role because of her computer skills when there was an opening. She tried the role and performed well however requested to maintain her previous role which was less stressful for her.</li> </ul> |

# Case Study 7: McDonald's



*“As a brand that champions and plays a big part in all communities, we believe that having diverse representation across society allows us to better understand and serve our customers.”*

**Restaurant General Manager  
at McDonald's Jurong East  
24**

## Employee: Cate (not real name), early 30, server

- Background: Cate, early 30, is a person dealing with mental health conditions. She is a diploma graduate and has various work experience in HR and other administrative roles. She was facing difficulties getting full-time permanent employment due to poor interpersonal and communication skills. She was introduced to SAMH by her mother who learnt about them online. SAMH helped Cate to find a role at McDonald's.

## Company: McDonald's Singapore

- Background: F&B company, with over 10,000 employees
- Identified employer: Kumara, Restaurant General Manager

McDonald's has long been practicing community giveback, with each outlet and zone leading their own initiatives. For the Jurong restaurant, they have been working with SAMH to do regular volunteering visits and hiring. The partnership started after a site visit. The General Manager learnt more about SAMH work, their clients and training system especially the F&B training which gives their clients a working advantage. This partnership works because the McDonald's team gets direct recruitment so they “do not need to spend time and money doing outside hiring” and “SAMH clients have [F&B] exposure so it saves time catching up”.

McDonald's has a training system that includes a work trial and one-on-one support that suits SAMH clients. Also, the shift work structure of a F&B restaurant is accommodating to these clients who needs flexibility in their work. In her time working here, Cate has been able to practice on her areas of weaknesses like multitasking, handling digital gadgets like cash register and interpersonal skills with colleagues and customers.

## Practices that were adopted by the company to facilitate better recruitment and retention

### Recruitment

### Retention

| Leadership buy-in   | Work trial  | Employee Training   |
|---|---|---|
| <ul style="list-style-type: none"> <li>● <b>Ongoing community give back initiative.</b> McDonald's has a community giveback programme called McDonald's Cares. Each restaurant conducts monthly volunteering events across individual outlets and zones. Most management staff are involved including family ambassadors, employees, guest experience leaders and managers.</li> <li>● <b>Target headcount for inclusive hiring.</b> Each restaurant has a certain number of headcounts that encourages inclusive hiring. Through these initiatives, the Restaurant General Manager learnt more about SAMH clients and decided to engage the interested clients for recruitment.</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Interview questions combined with work trial</b> help manager identify the employee's strengths and weaknesses to assign suitable roles and training plan               <ul style="list-style-type: none"> <li>○ <b>4 hour work trial</b> for new hires experience all the workstations. This helps employee to understand what the job entails and for manager to understand the employee's characteristics and plan for necessary support e.g. lack of training in hygiene or customer service, or allergy to sanitiser.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>● <b>One-to-one training/support</b> for cases that need extra guidance. For example, one of the SAMH clients works better with a sense of familiarity so a trainer was assigned to him until he can performs tasks independently. Similarly, Cate struggles with digital gadgets and multitasking so Restaurant General Manager is more attentive to step in and take over when she gets overwhelmed.</li> <li>● Restaurant General Manager observed that many employees recovering from mental health conditions similar to SAMH client profiles need additional support with safety and hygiene training, thus they are given more time before assigned to related work station.</li> </ul> |

# Case Study 8: Pink Parlour

**PINK PARLOUR**  
HAIR REMOVAL SINCE 2005

*“Do not be afraid to have this inclusive hiring to vulnerable groups. They are talented and motivated individuals who deserve to prosper in terms of their personal, career life. Don't discriminate against them. [With the] right tools and platform, [they] will probably succeed in their life.”*

**General Manager at  
Pink Parlour**

## Employee: Rose (not real name), early 40, beauty therapist

- Background: Rose, early 40, is a single mother who was having difficulties job seeking due to a lack of skills, qualifications and work experience. Her employment options was also limited by her long term visit pass status. She has some experience in the beauty industry and was looking for a job that can accommodate her childcare needs e.g. within childcare hours, flexible leave and has good salary. She was introduced to Daughters of Tomorrow (DOT) through a crisis shelter worker where she stayed for almost 2 years. DOT supported her with the employment seeking process and other services like peer support network, money saving programme, upskilling courses and even home renovation assistance.

## Company: Pink Parlour

- Background: Beauty services, local business, with 51-200 employees
- Identified employer: Fairoz Kareem, General Manager

Pink Parlour has been working with DOT for recruitment of their beneficiaries for more than five years. The biggest employee profile of the company is working mothers. Their operating system and management is accommodating to the common challenges face by this group of job seekers, which includes fixed operating hours and flexible leave for children caregiving duties.

In addition to the accommodating hours, flexible leave system and good location near home, this job was ideal for Rose because they provide free training for non-experienced employee which was initially an employment barrier for her. She was allowed a six month training period before doing client facing work.

This job has improved her financial stability especially with the commission work. She is now able to support her two children while actively work on personal development by attending classes provided by DOT after work.

## Practices that were adopted by the company to facilitate better recruitment and retention

### Recruitment

### Retention

#### Leadership Buy-in

- **Intentional hiring.** Pink Parlour has worked extensively with DOT with a motivation to support working mothers. This is because they believe in supporting the vulnerable groups and observed that DOT clients have the potential motivation and skills that matches the company's needs.

#### Flexible administrative practices

- **Frequent caregiving leave** allows Rose to take care of her child when given ample prior notice. The leave system is flexible due to other workers who have similar needs, so supervisors are understanding even for the occasional last minute family emergencies.
- **Stable work schedule** compared to Rose's previous jobs. Pink Parlour has core operating shift that allows her to work within childcare hours e.g. weekday 10am-5pm with no weekend shift.

#### Employee Training

- **Free training for non-experienced employee** is a value add as work in the beauty industry usually require prior experience. This addressed an employment barrier faced by Rose whose options were limited by her lack of skills and experience. New hires are also allowed transition period to hone their skills before they are ready to take on client-facing work.
- **Clear expectations and performance assessment.** Employees are assessed based on attendance, development and performance. Those who performed well are acknowledged to be ambassadors for the company, which Rose has progressed to become and has since been involved in company's promotion materials and even recruited others to the company.

# Case Study 9: Saladstop!



## SALADSTOP!

*“It is a win-win situation - good recruitment channel while they get a job offer... [It is important to] understand their background, family situation, and challenges that employees may be facing.”*

**HR Director at Saladstop!**

**Employee: No employee interview was conducted for this case study due to availability of employee.**

Saladstop! has many employees who are working mothers and this case study provided here reflects the common needs of these employees and value add provided by the employer.

**Company: Saladstop!**

- Background: F&B services, local company with more than 200 employees.
- Identified employer: Jas Randhawa, HR Director

Saladstop! has been fulfilling their CSR initiatives by partnering with New Hope Community Services and Yellow Ribbon to work with job seekers from vulnerable groups. They have worked extensively with New Hope Community Services, receiving an average of 10 employee referrals per year.

The business has many operating branches and shift hours which is suitable for job seekers that struggle with caregiving needs and require specific work arrangement. Due to the nature of flexible staffing, they also have in place contingency plans to address staffing gaps when occurs.

Their policies and practices demonstrate efforts to cultivate a supportive and inclusive work environment ranging from regular check-in conducted by supervisors, to employee appreciation activities and financial loan for employees.



## Practices that were adopted by the company to facilitate better recruitment and retention

| Recruitment   | Retention   |
|---|---|
| <b>Flexible administrative practices</b>  | <b>Supportive work culture</b>  |
| <ul style="list-style-type: none"><li>● <b>Adaptability of work schedule and outlet allocations</b> of the company is very suitable for jobseekers who are managing caregiving needs like those referred from New Hope so far.<ul style="list-style-type: none"><li>○ For mothers who can only work specific hours, they are allocated at outlets in Central Business District where working hours end early (Monday to Friday, 8am to 5pm).</li></ul></li><li>● <b>Contingency plan to address staffing gaps.</b> The company has leave policy which is useful for jobseekers who need to take emergency leave. When this happens, there will be reshuffling of staff from other outlets and in more dire cases, staff from corporate headquarters will be deployed. Hence, all company staff including senior management have received service crew training.</li></ul> | <ul style="list-style-type: none"><li>● <b>Regular check-ins</b> to maintain well-being of employees. Supervisors conduct regular check-ins to support their performance. This is deemed crucial as many of the employees include foreigners or people who have been unemployed for a while. One of New Hope clients has not worked for 10 years and experienced anxiety when she first started. Through regular check-in and encouragement, she has been gradually building confidence in her social interactions and performance.</li><li>● <b>Financial loans for employees:</b> Subjected to approval, the company could provide financial assistance in form of loans to help the staff to deal with medical emergency or tide over unforeseen circumstances as it recognises that anyone could face such issues.</li><li>● <b>Employee appreciation.</b> Star of the Month initiative is in practice to motivate and appreciate employees' performance.</li></ul> |

# Case Study 10: Teckwah



*"I understand and support her so I try to do what I can to help to a point that is manageable for me"*

**Supervisor at Teckwah**

**Employee: Jane (not real name), 26, store coordinator**

- Background: Jane, 26, started as a front counter officer with Teckwah, after her department was shut down, she was retained and promoted to store coordinator. She has been working there for more than three years.

**Company: Teckwah**

- Background: Logistics company, MNC with more than 200 employees
- Identified employer: Wan Qing Woo, Fresno, Supervisor

For an employee who had limited skills and qualifications like Jane, Teckwah's active support for employee's career development has been most beneficial. She gained new skills through upskilling courses paid by the company. This support allowed her to develop into a valuable employee, proven by the company's decision to retain and promote her after her department was closed down. In addition to company policies, the inclusive practices translate down to the work environment where Jane's supervisor has been actively supporting her in different ways while she balances full-time work and completion of her diploma courses.

Putting asides Jane's personal challenges, the supervisors recognise Jane's potential as an employee and has been championing her career advancement within the company. With understanding and clear communicated expectations, both parties work together to objectively arrange for certain arrangements that work for them.

## Practices that were adopted by the company to facilitate better recruitment and retention

### Retention

#### Flexible administrative practices

Flexible working hours and task allocation. These are made possible as her supervisors are understanding and willing to take on extra workload and assign suitable duties to accommodate her class schedules when needed.

- **Flexible hours:** Jane was allowed to leave early or ensured to leave on time during her shift for her classes, take exam leaves and schedule changes with ample notice. Although these benefits are always available for all employees, not many staff in the department require them, and Jane was one of the first to tap on the benefits.
- **Task allocation:** During busy school period, her supervisor assigned lesser workload, took on certain tasks for her or would work with other employees to accommodate Jane's schedule. He shared that it is added work for him, but he tries to "help with what is manageable".

#### Employee Career Development

- **Upskilling courses paid for by company.** Employees who do not have the necessary skills and knowledge for certain roles can take courses to equip themselves for that role. This could be through supervisor's recommendations or personal request to upskill. Courses range from hard skills like Microsoft Office, store management related skills, to soft skills like communication and relationship management.
  - This allows the company to retain good employees with high potential. After her original department was shut down, Jane was retained and trained for a new role in another department with a different job scope.
- **Encouragement for upskilling.** In addition to courses provided by the company, Jane's supervisor has been very supportive of her furthering her education to take a diploma, as "she is a fast learner who will do well". He was "happy to do what he can" to help her juggle her work-school duties.

# Evaluation Methodology

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# Approach and key activities in the evaluation

- The evaluation was conducted through qualitative evaluation methods with additional programme output data submitted by each employment support programmes partners.
- Key activities are in-depth interviews. All interviews were conducted virtually via zoom using a semi-structured interview guide
- The data from interviews are consolidated and analysed using thematic analysis.
- Using the data received from SBF Foundation and the four employment programmes, SBF Foundation and Empact co-identified the selection criteria and sampling size. The employment programme staff from each SSA supported the recruitment by nominating the names of their employer partners and employees.
- Triangulation - Data is gathered from three data sources to provide different data points and views to strengthen reliability. Data sources are interviews from three main stakeholder groups that were involved in the employment programmes - employment programme staff, employees who are the persons from vulnerable groups and employer partners who recruited these respective employees.
- Sequencing - Activities are conducted sequentially to help inform and design the next data collection activities.
- Sampling of Employers and Employees were based on the below categories. Each SSA sampling were differentiated based on their participant pool

## Employers

- **Type of organisation:** international business or local business or SME
- **Employment outcomes:** successful and unsuccessful placements of employees
- **Types of industry:** a mix of the most relevant industries
- **Employer designation:** senior leader, direct supervisor of employee, and Someone who championed and improved inclusive practices in the organisation - on policy making level e.g. suggest innovative practices or on the ground delivery e.g. 'gone the extra mile' to support the new colleague

## Employees

- **Employment outcome:** completed at least 6 month (first priority) or 3 month of employment
- **Gender**
- **Age:** prioritise 45 year and below (active employment age)
- **Ethnicity:** a mix of ethnicity from each SSA
- **Types of industry:** a mix of the most relevant industries
- **Other considerations (where possible)**
  - Mix of different educational level
  - Mix of employment types: Full Time / Part Time / Ad hoc
  - Participants who have comprehensive support from the SSA and/or saw improvement in livelihood or personal development through programme participant

# Key considerations in determining the sampling size and criteria

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When determining the sampling size and criteria for the interviews, these are our key considerations

1. New Hope and SHINE are the longest partners in the Employability Fund and SAMH and DOT are comparatively newer partners
2. New Hope and DOT have biggest pool of programme participants and employers
3. Our case studies is employer-focused, hence our sampling criteria should try to achieve the following:
  - a. First priority: Case studies that have data from both the employers and their employees who are programme participants. This will provide our target audience a complete picture of employer and employee perspective.
  - b. Second priority: Case studies that only have perspective from the employers, if SSA is not able to nominate a matching employee.
  - c. Employees will be still interviewed even if they are not matched to an employer interviewee as they will provide relevant insights from employee's perspective.
4. Sampling criteria of employers should prioritise local business and a range of industry sector.

# Interviewees involved in the evaluation

The table summarises the profiles of the interviewees from the three main stakeholder groups.

- **Staff from employment support programmes** - include staff who are directly involved in the job matching and/or support of the employers and employees
- **Employers** - interviewees are those who have been directly involved in the hiring and training of the selected employees in the case studies. The selected employers are from a range of industries including Agriculture, Beauty service, Business services, Employment Service, Food and Beverages, Logistic, Packaging, and Retail. This selection are the representative industries where most of the job seekers from the four vulnerable groups are placed in.
- **Employees** - the selected employees are in different job roles in the respective fields. They were selected because they had a successful employment experience or has a case study with useful learning experiences.

| Employability support programme staff   | Employers   | Employees from vulnerable groups  |
|---|---|---|
| <ul style="list-style-type: none"> <li>• New Hope Community Services</li> <li>• SHINE Children and Youth Services with NTUC e2i</li> <li>• Daughters of Tomorrow</li> <li>• Singapore Association of Mental Health</li> </ul> | <ul style="list-style-type: none"> <li>• 3x Founder / CEO / Managing Director</li> <li>• 3x General Manager / Hiring Manager</li> <li>• 5x Human Resource Director, Manager and Supervisor</li> <li>• 3x Direct Manager and Supervisor</li> </ul> | <ul style="list-style-type: none"> <li>• Administrative support</li> <li>• Cleaner</li> <li>• Customer service</li> <li>• Data entry administrator</li> <li>• Delivery driver</li> <li>• Packing assistant</li> <li>• Recruiter</li> <li>• Sales support</li> <li>• Waxing therapist</li> </ul> |

These are the companies of the employers who were interviewed.



# Key areas covered in the interviews

These are the key areas covered in the interviews with employers and employees. The data were then consolidated, and analysed using thematic analysis approach.

| Group of Interviewees                  | Key areas covered during the interviews  |
|--|--|
| Staff of employment support programmes | <ul style="list-style-type: none"> <li>● Experience in recruitment and retention by both employers and employees               <ul style="list-style-type: none"> <li>○ Motivations and key considerations</li> <li>○ Benefits in working with these individuals, and in working with an employability support programme</li> <li>○ Challenges</li> </ul> </li> <li>● Support needed by and provided to employers and individuals from the vulnerable groups</li> <li>● Examples where employers and/or individual staff in the company who went “the extra mile” in supporting in hiring the individuals from the vulnerable groups</li> </ul>                                    |
| Employers                              | <ul style="list-style-type: none"> <li>● Experience in recruitment and retention of individuals from the vulnerable groups               <ul style="list-style-type: none"> <li>○ Motivations and key considerations</li> <li>○ Benefits in working with these individuals, and in working with an employability support programme</li> <li>○ Challenges</li> </ul> </li> <li>● Key success factors in hiring and retention of individuals from the vulnerable groups (employers’ perspectives)</li> <li>● Examples where employers and/or individual staff in the company who went “the extra mile” in supporting in hiring the individuals from the vulnerable groups</li> </ul> |
| Employees                              | <ul style="list-style-type: none"> <li>● Experience in job seeking and sustaining employment               <ul style="list-style-type: none"> <li>○ Motivations and key considerations</li> <li>○ Benefits in seeking employment, and in working with an employability support programme</li> <li>○ Challenges</li> </ul> </li> <li>● Key success factors in hiring and retention of individuals from the vulnerable groups (employee’s perspectives)</li> </ul>   |



# Appendices

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# Appendix 1 - About the employment support programmes by social service agencies

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# Daughters of Tomorrow (DOT) - About the Employment Programme



## Target Beneficiaries

Women, majority mothers, from families with per capita income of \$650 and below, referred from Family Service Centres, Social Service Offices and Social Service Agencies for support to find employment

- Programme will extend to clients from women-based social service agencies, namely, Safe Place and Yayasan Mendaki



## Programme Objectives

Target beneficiaries are from lower-income households who lack the resources to find alternative care arrangements for the young or the elderly in the family. Besides family needs, these women have multiple personal and structural barriers including a lack of self-awareness, confidence, skills and navigating for employment. The key to their independence and integration into the community is through employment with an eco-system of support to encourage them in their back-to-work journey and sustain employment.

The programme aims to prepare and support target beneficiaries to find sustained employment through a 3-component job support intervention model. As the employer is a key part of the ecosystem, the programme also aims to nurture inclusive and compassionate employers, via promoting awareness of the needs of the target beneficiaries and facilitating the employers to employ them.



## Partners

- Employers - to provide client job placements
- Corporate and community partners - to support clients for professional skills building such as Microsoft Office training and Skillsfuture courses with e2i or WSG
- FSCs, Social Service Offices, women-based social service agencies - for client referrals

# Daughters of Tomorrow (DOT) - Programme Flow

## Referral

**Clients are introduced** through referrals from FSCs, Social Service Offices, and women-based social service agencies

The programme is integrated with the national system whereby FSCs and Social Service Offices filter the right target audience and provide other necessary support to the women. Only women who needed the support will be referred while those who could utilise the government-funded job matching service will be channelled accordingly

## Intervention

### Pre-employment support

- Client will learn job-ready skills e.g. confidence-building, developing professional mindset and IT literacy
- Client will be provided with a network support of volunteer befrienders, to gain peer support throughout their back-to-work and post-employment journey

### Career Advancement Support

For Client that sustained employment for more than 6 months, they will be further empowered to move up the social mobility ladder through mindset shift and motivation, career progression, upskilling and improving financial stability

### Employer Engagement and Employment Bridging

To form a network of employers for job placement, the Programme will outreach and sensitise employers with poverty sensitisation workshops and success stories, provide consultancy to companies who wish to hire the women and promote Core and Stabling Scheduling scheme

**Women Development and Bridging team** works with the clients throughout the stages of intervention. They also work with relevant stakeholders to ensure smooth implementation e.g. employers and staff of other services. Additionally, they also engage employers to promote progressive hiring of the targeted beneficiaries.

# Singapore Association for Mental Health (SAMH) – About the Employment Programme



## Target Beneficiaries

Persons with mental health conditions (PMHCs) of legal employment age (aged 16 years and above) are referred by restructured hospitals, Institute of Mental Health, social service agencies and employment / training centres.

- PMHCs consist of (i) new clients referred by various institutions and partners, and (ii) recurring clients.



## Programme Objectives

Target beneficiaries face multiple interpersonal and systemic factors in the form of stigma and discrimination in securing and sustaining their jobs. However, employment is both a critical health intervention and a meaningful outcome for PMHCs.

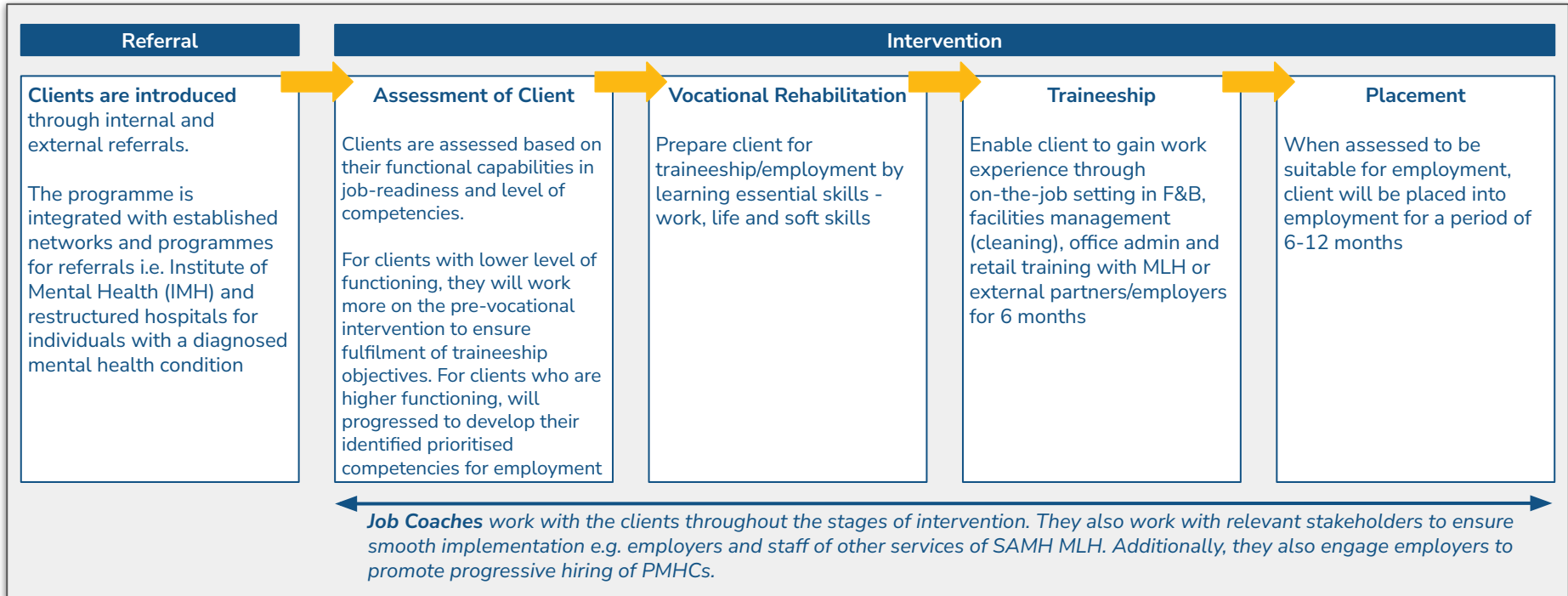
The programme aims to prepare and support target beneficiaries to find sustained employment through a 4-phase job support model which provides an integrative employment service to PMHCs, executed by Employment Support Specialist with target beneficiaries. As employers are a key part of the ecosystem, the programme also aims to nurture inclusive and compassionate employers, via promoting awareness of the needs of the target beneficiaries and facilitating the employers to employ them.



## Partners

- Employers - for client job placements
- Hospitals, Institute of Mental Health, social service agencies and employment / training centres - for client referrals

# Singapore Association for Mental Health (SAMH)- Programme Flow



# New Hope Community Services (New Hope) – About the Employment Programme



## Target Beneficiaries

Displaced individuals and families in temporary shelters, low income families (HOPE scheme) and rough sleepers



## Programme Objectives

Target beneficiaries face multiple personal, family and structural challenges in securing a job as well as sustaining their jobs. However, the key to their independence and integration to the community is through employment.

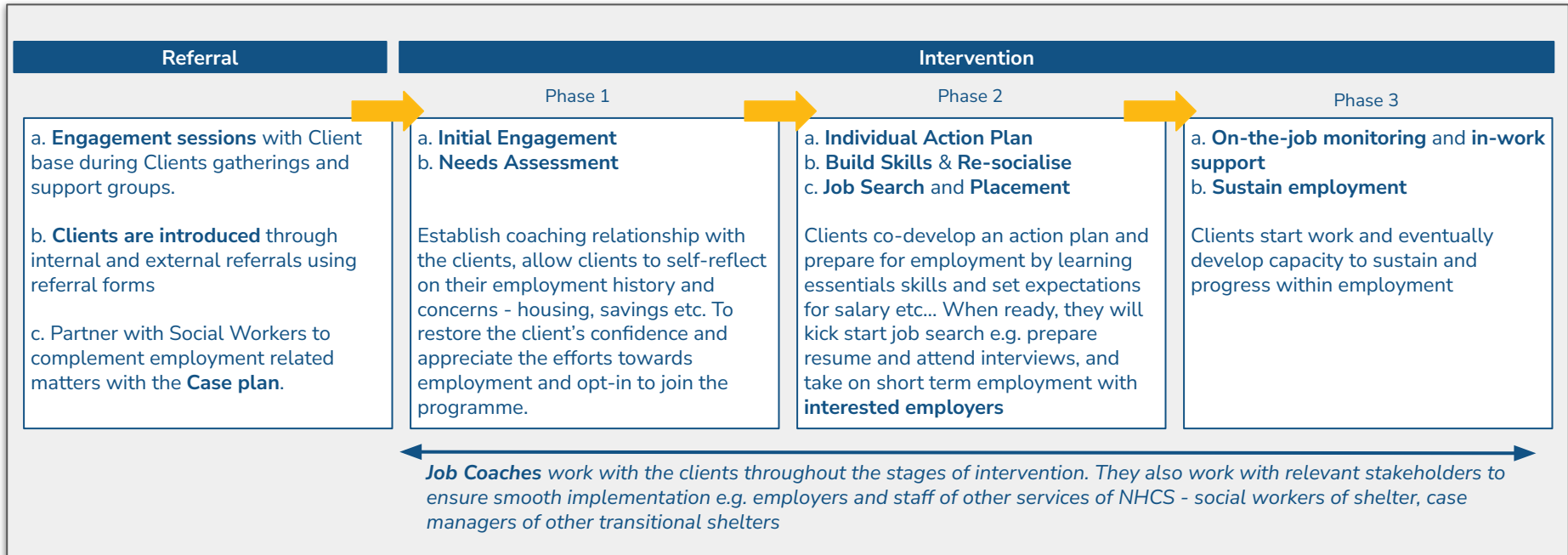
The programme aims to prepare and support target beneficiaries to find sustained employment through a 3-phase job support intervention model, executed by job coaches with the target beneficiaries. The programme also aims to nurture inclusive and compassionate employers, via promoting awareness of the needs of the target beneficiaries and facilitating the employers to employ them.



## Partners

- Employers - *for client job placements*
- Transitional shelters and programmes, including NHCS shelters , AWWA Transitional Shelter by AWWA Ltd, Transition Plus @ Jalan Bukit Merah.by AMKFSC Community Services Ltd - for client referrals
- Community Partners - support the specialised needs of the clients with disabilities or mental health issues eg. E2i, WSG, IMDA, Dress for Success, NTUC U-Women & Family and other Training providers.

# New Hope Community Services - Programme Flow





# SHINE and e2i – About the Employment Programme



## Target Beneficiaries

Parents or caregivers who have been long-term unemployed, unable to sustain permanent jobs or working in low wage jobs, and assessed to require intensive case managed career coaching.

- These parents have children who are at-risk of dropping out of school and are referred by school counsellors to children and youth agencies for support



## Programme Objectives

Main challenges faced by the families are financial resources, family conflict and family relationship, which are often the contributing factors to irregular attendance. Employability and employment are precursors to financial resource issue and family conflict. However, parents or caregivers face multiple personal, family and structural challenges in securing as well as sustaining their jobs.

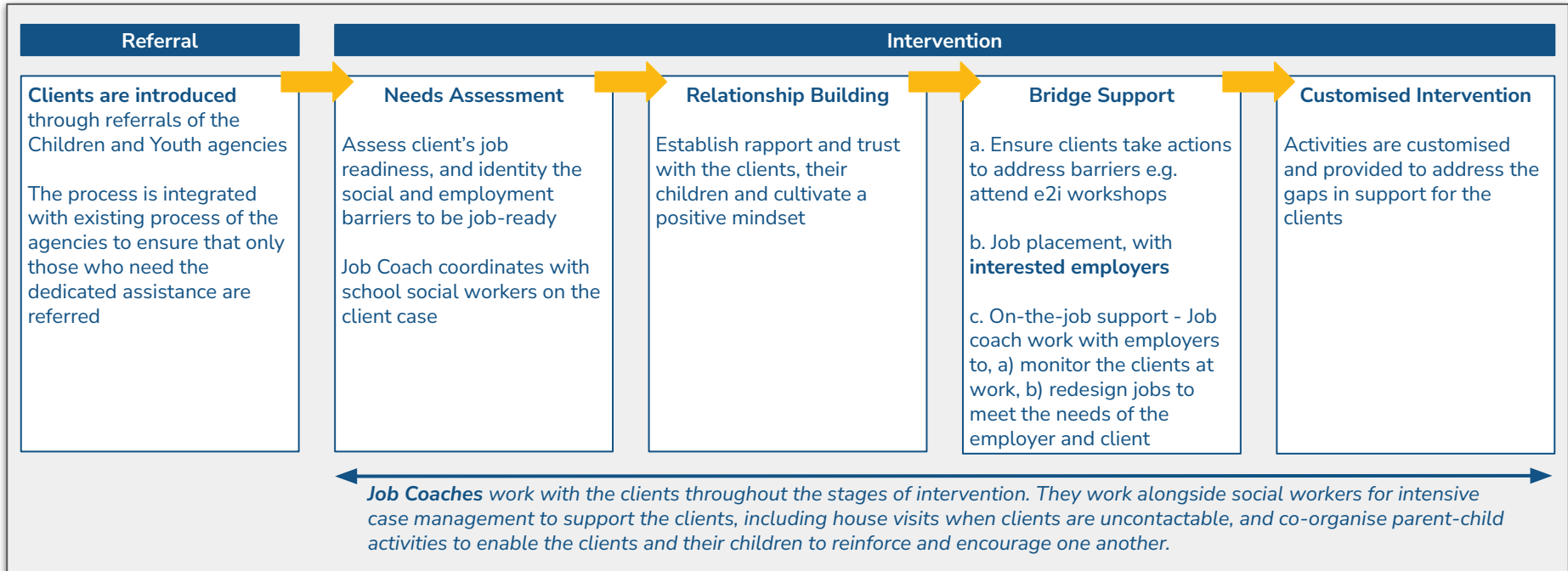
The programme aims to assist parents or caregivers with employment & employability-related challenges to reintegrate back into the workforce with job opportunities that are more stable, with the support of various partners. This is achieved by providing intensive case managed career coaching as opposed to the approach catered for the mass market of clients. Consequently, with the parents or caregivers' able to sustain employment, their children will be able to move on to secondary school and the family needs are met and addressed.



## Partners

- Employers - for client job placements
- Children and Youth agencies including SHINE Children and Youth Services - for client referrals. The programme take referrals from Lakeside Family Service Centre and Fei Yue Family Service Centre, both are Integrated Service Providers of youth programmes, appointed by MSF.
- Career Coaches and Staff - work closely with employers to re-design jobs e.g. flexi-works and job-sharing
- Volunteer befrienders or workplace buddies - recruited and trained to motivate clients to sustain employment

# SHINE and e2i – Programme Flow



# THANK YOU

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