

Strategic Talent Playbook

A Practical Guide to Skills-First and Inclusive Workforce Transformation

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About SBF Foundation



The SBF Foundation, as the social impact arm of the Singapore Business Federation, works with businesses to build a more inclusive and resilient workforce in Singapore, creating opportunities for vulnerable groups and strengthening pathways to sustainable employment.

EmployWell, SBF Foundation's flagship inclusive employment programme, demonstrates inclusive hiring in action through structured job matching, capability building, and sustained employment outcomes, in collaboration with our SSA partners from **New Hope Community Services, Daughters Of Tomorrow** and **Singapore Association for Mental Health**.

Overall impact (July 2022 - March 2026):

- 169 Employers who hire
- 2,118 Individuals received Employment Support
- 1,063 Individuals placed in Employment
- 71.5% sustained employment for 3 months
- 59.2% sustained employment for 6 months



Take the first step towards inclusive hiring. Whether through our Social Service Agency partners or your own recruitment efforts, this playbook equips you with the confidence and practical guidance to turn intent into action.

Foreword by SBF Foundation

Singapore's workforce is evolving, and so are the challenges of attracting and retaining talent. As businesses compete for a shrinking talent pool, long-term success will depend not only on finding talent—but on broadening where we look for it. That is the opportunity inclusive hiring presents.

Inclusive hiring is more than a social initiative. It is a strategic approach to workforce development that enables businesses to tap into capable, motivated talent that is often overlooked. Done well, it strengthens organisational resilience, enriches workplace culture, and builds a more adaptable workforce for the future.

At SBF Foundation, we have seen that every successful inclusive hiring journey begins with one simple first step. This playbook was created to help you do exactly that. It provides practical guidance to understand inclusive hiring, assess your organisation's readiness, and take meaningful action with the support of community partners and various SBF funding support schemes.

We hope this playbook gives you the confidence to begin your journey—not because it is the right thing to do, but because it is a smart investment in your people and your business.

Together, let us unlock potential, strengthen businesses, and build a more inclusive Singapore.

Executive Summary

This playbook is designed for employers who are new to inclusive hiring and want a practical pathway to get started. The goal is not to become an expert overnight. The goal is to understand inclusive hiring, assess your organisation's readiness, build the right foundations, and **take the first step** towards hiring inclusively.

By the end of this playbook, employers should be able to:

- ✓ Understand the business case for inclusive hiring
- ✓ Identify your organisation's readiness stage
- ✓ Recognise common challenges and how to avoid them
- ✓ Understand the role of leadership, HR, managers and co-workers
- ✓ Take practical steps towards your first inclusive hiring opportunity

01

UNDERSTAND

Learn why inclusive hiring is a workforce strategy, not a CSR initiative.

02

ASSESS

Use the Employer Readiness Index to determine where your organisation is today.

03

ACT

Turn purpose into action in inclusive hiring, explore current corporate funding support and workforce development programmes.

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SECTION 01

Why Inclusive Hiring?

The Business case, not the Charity case

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Singapore is missing out on a pool of untapped local talent.

The conventional talent pipeline is under pressure. Organisations competing for the same profiles will keep getting the same results. There are **capable, largely untapped talent pools** that most employers have not yet considered.

590

women enabled in their back-to-work journey since 2022

Women from at-risk backgrounds
(Daughters Of Tomorrow)

Women from low-income communities bring resilience, commitment, and broad life skills. Career gaps do not reflect capability.

543

participants placed since programme launch

Displaced Individuals & Families
(New Hope Community Services)

Individuals re-establishing stability are often highly motivated and reliable in structured environments.

9 mths

of post-placement coaching for every employer

Individuals Navigating Mental Health Concerns
(Singapore Association for Mental Health)

With stable conditions and the right environment, these candidates perform consistently and stay.

26-35%

of successful entrepreneurs are neurodiverse

Neurodiverse Individuals
(Trampoline)

Pattern recognition, deep focus, and systems thinking are precisely the traits organisations value in top performers.

Business Case for Inclusive Hiring

28%

Higher Revenue

Companies leading in disability inclusion achieved **28% higher revenue**, double the net income and 30% higher economic profit margins compared with peers.

Source: Accenture, Disability:IN & AAPD, *Getting to Equal: The Disability Inclusion Advantage*

61%

Zero Costs

Workplace accommodations don't always require major investment. JAN found that **61% of accommodations requires zero cost**, while 33% had a one-time median cost of US\$300.

Source: Job Accommodation Network, *Cost and Benefits of Accommodations*

77%

Positive Morale Impact

Found that **77% of employers agreed** that employing someone with a disability would have a positive impact on staff morale.

Source: UK Government, Disability Confident Scheme: Summary Findings from a Survey of Participating Employers

Tangible Business Benefits

1. Stronger financial performance
2. Lower-cost workplace adjustments
3. Wider access to talent
4. Better job fit and retention potential

Intangible Business Benefits

1. Stronger morale and workplace culture
2. Better team behaviours
3. Improved management practices
4. Stronger ESG and employer brand credibility

Inclusive hiring is not a trade-off between doing good and doing well financially. It is a business strategy that strengthens performance, people and purpose.

Common Challenges Employers Face With Inclusive Hiring

| Challenge | What really happens | What works |
|--|--|---|
| "We support inclusive hiring, but nobody owns it." | Initiatives lose momentum and remain HR-led. | Assign a visible and influential champion from leadership. |
| "We want to do inclusive hiring immediately." | Candidate matching starts before managers are ready. | Build awareness and manager readiness first. |
| "We are worried about performance." | Managers focus on diagnosis instead of capability. | Assess candidates based on job fit and performance expectations. |
| "We don't know enough." | Decision-making stalls because teams fear making mistakes. | Partner with social service agencies (SSA) and utilise job coach support. |
| "We tried once and it didn't work." | One unsuccessful placement becomes a reason not to continue. | Review role design, onboarding and support structures before drawing conclusions. |
| "Is this going to cost more than a conventional hire?" | The first hire may require more upfront preparation, but many workplace adjustments cost little or nothing. Grants and funding schemes can also help offset onboarding and job redesign costs. | Engage SBF Foundation and the SSA partner early to identify suitable funding support and start with one well-scoped role. |

SECTION 02

Trampoline's Employer Readiness Index

Where is your Organisation today?

Trapolene's Employer Readiness Framework

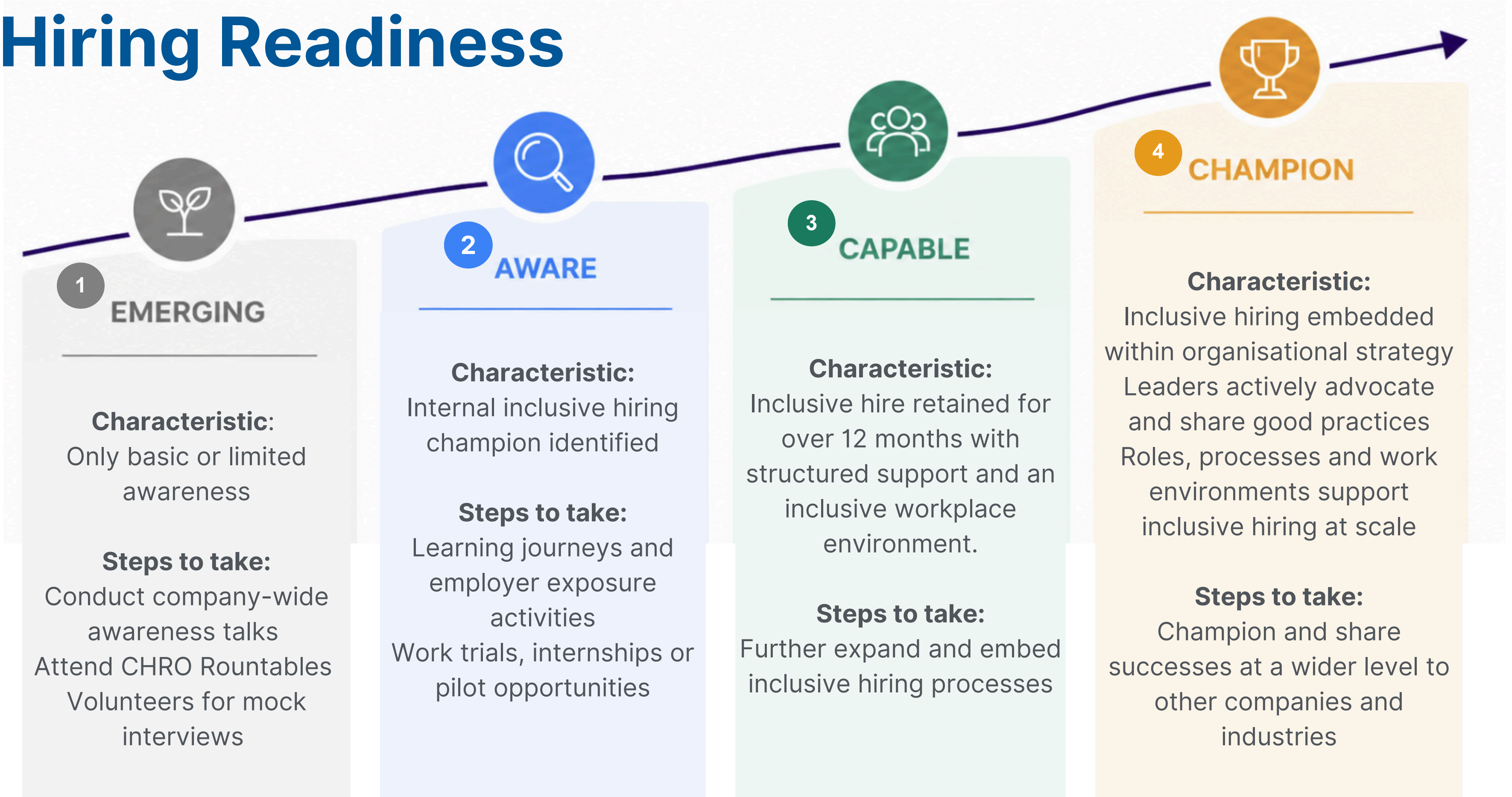
A proprietary framework for assessing and building inclusive hiring capability. Use the stage descriptions below to locate your organisation before reading anything else.



KEY INSIGHT

The critical transition is Stage 2 to 3. This is where infrastructure gaps stall progress. Job coach support and role redesign address this directly.

Understanding the 4 Stages of Inclusive Hiring Readiness



Where is your organisation today?

These five dimensions assess your organisation's readiness for inclusive hiring.

Rate each dimension, and total your score to determine your stage.

| DIMENSION | EMERGING (1 point) | AWARE (2 points) | CAPABLE (3 points) | CHAMPION (4 points) |
|--------------------------------------|--|--|---|---|
| Leadership Commitment | No senior mandate. Inclusive hiring is voluntary. | Leadership is open but no formal priority set. | Named as company strategy. Visible champion assigned. | C-suite advocate and it's part of organisational goals. |
| HR & Process Readiness | No adapted policies. Standard hiring and interview only. | Some policies exist but inconsistently applied. | Job description reviewed and redesigned. Adjustment documents. | Inclusive hiring is the default hiring process. |
| Manager & Team Capability | No training. Manager not prepared. No co-worker awareness. | Some awareness. No job coach or structured guidance. | Job coach embedded. Manager and co-workers educated and assessed. | Manager confident. Team needs no special briefing. |
| Role & Environment Design | Roles unchanged. No job redesigned considered. | Job redesigned discussed but no implementation. | At least one role redesigned and rescoped around candidate strengths. | Role design is standard practice. Work environment is adjusted to suit the candidate strengths. |
| Sustained Outcome | No tracking. Success defined as placing someone. | Informal check-in only. No structured measurement. | Retention tracked at 6 and 12 months. Reviews in place. | Diverse hires progressing. Organisation advocates publicly and always share their case studies. |

SCORE TOTAL: Emerging 5-8 points; Aware 9-12 points; Capable 13-16 points; Champion 17-20 points

SECTION 03

Your Role

What each Stakeholder brings to Inclusive Hiring

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For Senior Management

Inclusive hiring does not happen without top-down commitment. Middle management defaults to conventional hiring if senior leadership has not made the strategic direction explicit.

STAGE 1

MAKE IT AS A STRATEGY

Inclusive hiring cannot live in HR as a side project. It needs senior sponsorship and a named business priority with measurable outputs.

STAGE 2

ASSIGN A VISIBLE CHAMPION

Identify a senior leader who will champion inclusive hiring publicly. This signals the direction is set and supported by management.

STAGE 3

BUILD THE CONDITIONS

Create the conditions for inclusive hiring to succeed. Equip managers, resource job coaching, and make workplace adjustments part of everyday management.

STAGE 4

MEASURE & ADVOCATE

Measure what matters and not just headcount. Track retention, progression and manager confidence. Share your outcomes so your organisation becomes a model others can learn from.

REMEMBER: Without a named senior sponsor, inclusive hiring stalls at Stage 2. This is the single most common reason organisations do not progress.

For Hiring Managers

Your organisation has made a strategic decision. Your job is to understand the rationale and evaluate candidates based on demonstrated capability, build the conditions for genuine performance, and report outcomes.

YOUR CHECKLIST: BEFORE, DURING AND AFTER.

Run through this before the hire starts and refer back to this for the first 3 months.

| BEFORE THE HIRE | ONBOARDING | ONGOING |
|---|--|---|
| <ul style="list-style-type: none"> Review job description with your job coach. Remove criteria not needed for the role. | <ul style="list-style-type: none"> Provide a written schedule for first few months. Avoid verbal-only or ambiguous instructions. | <ul style="list-style-type: none"> Give feedback directly and specifically. Acknowledge precision, reliability and depth. |
| <ul style="list-style-type: none"> Confirm interview adjustments; written questions in advance, extra time, quieter setting. | <ul style="list-style-type: none"> Identify a buddy or consistent point of contact for the new hire. | <ul style="list-style-type: none"> Use job coach for scheduled check-ins and as a sounding board when questions arise. |
| <ul style="list-style-type: none"> Brief your team on the organisational commitment. Explain the role, not the diagnosis. | <ul style="list-style-type: none"> Schedule daily check-in for the first month. Introduce systems to acclimatise them into workplace. | <ul style="list-style-type: none"> Report progress upward. Senior management has committed to this. Outcomes, not just activity. |

QUICK WIN: Written follow-up after verbal conversations is not extra effort. It is the single adjustment that most consistently improves performance across the whole team.

For HR - 1/2

The tier is a matching and planning tool, not a measure of quality. It helps HR identify the most suitable role for a candidate and the support structures needed to enable success from day one.

| TIER 1 - WORK READY | TIER 2 - DEVELOPING | TIER 3 - BUDDING |
|---|---|--|
| <p>Role fit</p> <ul style="list-style-type: none"> Best suited to: roles requiring independent working, whether specialist, technical, or skilled trades. Can manage scope, output, and workplace relationships with minimal supervision. | <p>Role fit</p> <ul style="list-style-type: none"> Best suited to structured roles with clear routines, consistent supervision and a defined scope and time slot. | <p>Role fit</p> <ul style="list-style-type: none"> Best suited to entry-level roles in stable, low-variability environments. |
| <p>Employer preparation</p> <ul style="list-style-type: none"> Standard onboarding plus job coach check-in. Role design recommended but not essential. | <p>Employer preparation</p> <ul style="list-style-type: none"> Written instructions, consistent routines. Job coach embedded in first 6 months. | <p>Employer preparation</p> <ul style="list-style-type: none"> Job redesign essential. Close partnership with social organisation throughout Longer runway expected. |
| <p>Example of role</p> <ul style="list-style-type: none"> Data engineer, finance executive. | <p>Example of role</p> <ul style="list-style-type: none"> Facilities management, IT support, machine operator. | <p>Example of role</p> <ul style="list-style-type: none"> Logistics packer, production line worker. |

How to Use This: Identify the role, select the appropriate tier based on role requirements and support capacity, and use the rubric to assess candidate fit. The SSA partner will guide the matching process.

For HR - 2/2

HOW EMPLOYABLE IS YOUR CANDIDATE - Using Trampolene's proprietary employability framework that focus on observable behaviours. Tick the column that best describes what you observe. The column with the most ticks indicates the candidate's tier and the level of support infrastructure needed.

| | TIER 1 - WORK READY | TIER 2 - DEVELOPING | TIER 3 - BUDDING |
|------------------------------|---|---|---|
| | Suitable for immediate placement | Structured support required | Significant coaching needed |
| Reliability | Punctual. 90%+ attendance. Documented absences. | Usually punctual. Occasional absence issues. | Frequent late-coming. Below 50% attendance. |
| Communication | Responds promptly. Handles email independently. | Inconsistent. Needs occasional help in communication. | Not responsive. Relies on caregivers or other supporters. |
| Flexibility | Open to shifts, locations, hours. Negotiates needs. | Rigid on some requirements. Struggles to adapt. | No realistic grasp of labour requirements. |
| Autonomy | Travels independently. Manages own schedule. | Needs guidance for new routes or schedules. | Cannot travel alone or arrange basic meetings. |
| Professional Identity | Articulates own value. Tenure exceeds one year. | Vague about skills or past roles. | Cannot describe skills or past roles independently. |

For Co-Workers

Building inclusion starts with being a good colleague.
Simple, everyday actions make a difference.

| What you might notice | Day-to-day tips |
|---|--|
| <p>Your colleague may be navigating a new environment, a career gap, or adjustments to a different kind of workplace. First impressions are not the full picture.</p> | <ul style="list-style-type: none"> • Communicate specifically. Avoid idioms, sarcasm, or implied meanings in professional contexts. |
| <p>They may take longer to settle in, or need clearer instructions at the start. This is normal. Most people perform better once they know what is expected.</p> | <ul style="list-style-type: none"> • If you give verbal instructions, following up in writing. A quick message is enough. |
| <p>They may have gaps in experience alongside genuine strengths. Both are real. Focus on what they bring to the role, not what they are still building.</p> | <ul style="list-style-type: none"> • Do not take direct communication personally. Precision is a style, not a signal about you. |
| | <ul style="list-style-type: none"> • Invite but do not pressure. Accept gracefully if your colleague declines social activities. |
| <p>They may not always socialise in the same way or share much about their background. That is fine. Inclusion does not require familiarity.</p> | <ul style="list-style-type: none"> • Raise concerns with your line manager privately, not in a group setting. |

ONE THING TO REMEMBER: You do not need to know your colleague's diagnosis to be a good colleague. Focus on the person, not the label. Be kind and empathetic before casting judgement.

SECTION 04

The Inclusive Edge

Building a Resilient Workforce in the age of AI advancement

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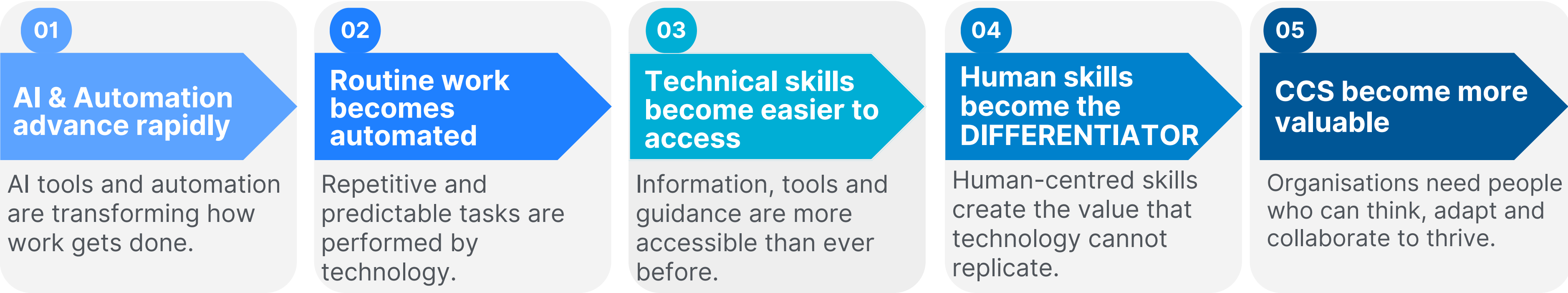
The skills that AI cannot replace

Singapore's **Critical Core Skills (CCS) framework** identifies the enduring employability competencies that remain valuable regardless of how technology transforms jobs. These transferable skills are the **foundation of long-term career success and should form the baseline for training every candidate.**

| Thinking Critically | Interacting Effectively | Staying Relevant |
|--|---|--|
| <ul style="list-style-type: none">• Creative thinking• Sense-making• Decision-making• Problem-solving | <ul style="list-style-type: none">• Communication• Collaboration• Influence and negotiation• Customer orientation | <ul style="list-style-type: none">• Learning agility• Digital fluency• Global mindset• Adaptability |
| <p>These are the capabilities AI augments but cannot replicate.</p> <p><i>Candidates supported by SSA partners are specifically coached on these skills before placement.</i></p> | <p>Human connection and trust-building remain irreducibly human.</p> <p><i>Candidates supported by SSA partners are specifically coached on these skills before placement.</i></p> | <p>Organisations that hire for adaptability build workforces that can shift as roles change.</p> <p><i>This is the long-term insurance against automation disruption.</i></p> |

WHY THIS MATTERS: When a candidate arrives, their employability skills have been coached, assessed, and benchmarked against the CCS framework – the same standard used across Singapore's broader workforce development system. You are not taking a risk. You are accessing a pipeline that has already been prepared.

Critical Core Skills (CCS): The Foundation of Long-Term Workforce Resilience



| How AI is changing work | CCS that become more valuable |
|--|---------------------------------|
| Information that is instantly accessible | Critical Thinking & Judgement |
| Routine tasks are automated | Problem Solving |
| Work become more cross-functional | Communication & Collaboration |
| Roles evolve faster | Adaptability & Learning Agility |
| Technology changes continuously | Growth Mindset & Resilience |

KEY TAKEAWAY:
As AI reshapes how work is done, competitive advantage come from people who can think, learn, adapt and collaborate.

SECTION 05

Inclusive Stories Done Well

Curated From SBF Foundation's EmployWell Programme

Playmade x DOT



A staffing problem solved through inclusive hiring

| EMPLOYER | INDUSTRY | PARTNER | HIRE |
|----------|-----------------|-----------------------------|-------------------------|
| Playmade | Food & Beverage | Daughters Of Tomorrow (DOT) | Women returning to work |

The Challenge

F&B is one of Singapore's most persistent hiring challenges.

Long hours and weekend shifts exclude a large group of capable candidates - women with caregiving responsibilities - who are willing to work but cannot fit conventional rosters.

Crystal Wee, founder of Playmade, saw a different way. Rather than competing for the same shrinking pool, she redesigned roles around the lives her candidates were actually living.

The Inclusive Hiring Model

JOB REDESIGN

- Created the "Mama Shift" (9:30am to 4:30pm) -- structured around school drop-off and pick-up.
- 1-2 slots per outlet, limited to kitchen roles that close earlier than the retail floor.

CANDIDATE PREPARATION

- DOT matched Rosalind, a 39-year-old mother of three entering the workforce for the first time to an outlet near her home.
- DOT prepared her through job coaching and interview preparation.

ONGOING SUPPORT

- DOT conducted regular check-ins with Rosalind and Playmade at key milestones.
- DOT supported her transition toward a more structured role when she is ready to move out of kitchen role.

Playmade x DOT

1 Year later with business and human impact

ROSALIND'S STORY

Hasn't worked in ten years before joining Playmade. With support from her job coach and employer, she rebuilt confidence, passed beverage certification and is progressing towards a front-of-house role.

"Last time it's like every day I also see the wall. Now I see outside. Meet new people, meet new characters... I really like myself now."

"Please, please, try and do inclusive hiring. The kind of satisfaction that you can derive from seeing the good change in them - it is something that is very valuable."

**Ms Crystal Wee,
Co-Founder, Playmade**



The Business Outcome

- Job sustained for 12 months
- Progress from kitchen to front-of-house
- Mama shift and Papa shift now run across multiple outlets
- Crystal attributes the model with improving team patience and customer empathy storewide.

Flexible role design did not cost Playmade its operations. It improved them.

World Clean x NHCS

A retention problem solved through inclusive hiring

| EMPLOYER | INDUSTRY | PARTNER | HIRE |
|-------------------------------|-----------------------|------------------------------------|-----------------------|
| World Clean Facility Services | Cleaning & Facilities | New Hope Community Services (NHCS) | Displaced individuals |

The Challenge

High turnover is a persistent challenge in the cleaning industry. World Clean had tried conventional hiring approaches but continued to face retention issues. Rather than focusing only on filling vacancies, they needed employees who would stay and grow with the organisation. Through New Hope Community Services (NHCS), they accessed a talent pool of motivated individuals rebuilding stability in their lives and seeking long-term employment.

The Inclusive Hiring Model

CANDIDATE MATCHING

- New Hope prioritised suitability over speed.
- Candidates were pre-screened and matched based on circumstances and fit.

JOB ADAPTATION & TRUST-BUILDING

- Sasha's shifts were adjusted around caregiving responsibilities.
- Family concerns were addressed before her employment began.

ONGOING SUPPORT

- New Hope continued job coaching for interviews and stays through the hiring process, They also did employer check-in after placement.
- New Hope mediates directly whenever issues about not able to work arises to prevent becoming reasons for resignation.
- This long term and hands-on involvement lead to multi-year placements at World Clean.

World Clean x NHCS

8 months later: Retained, Promoted and Still Growing

SASHA'S STORY

After spending years as a domestic helper and several years out of the workforce caring for her children, Sasha joined World Clean through a New Hope referral. What began as a practical decision to qualify for childcare support became an opportunity to rebuild confidence and stability through work. In 8 months, she was promoted to executive meeting rooms and pantries, among the highest-visibility assignments in the organisation.

"I want to be satisfied about the time I spend at my job. I don't want that time wasted just to give me money. I work very fast and do my best."

"Some of them really want to work, but they can't find a suitable job for themselves. So this is something that we can help with."

Mr Sing, Director,
World Clean Facility Service

The Business Outcome

- Job sustained and promoted within 8 months
- Assigned to high-visibility client floors
- Increased supervisor confidence in inclusive hiring
- Multiple long-term placements achieved through New Hope referrals
- Improved retention compared to conventional hiring approaches

A candidate who needed flexibility delivered the reliability World Clean could not find elsewhere.

The Circular Classroom x SAMH

A small business. No HR team. Inclusive hiring still worked.

| EMPLOYER | INDUSTRY | PARTNER | HIRE |
|------------------------|----------------------------|--|---|
| The Circular Classroom | Sustainability / Education | Singapore Association for Mental Health (SAMH) | Persons navigating Mental Health Concerns |

The Inclusive Hiring Model

The Challenge

The Circular Classroom is a small social enterprise repurposing outgrown school uniforms into new products.

When approached by SAMH, the founders had:

- No HR function
- No formal onboarding process
- No dedicated training budget

What they did have was a willingness to adapt and a social partner willing to provide the support infrastructure.



TASK REDESIGN

- Shifted from sewing to painting when the original role proved unsuitable for Sarah.
- Focused on strengths rather than forcing fit to ensure Sarah can make contribution to the organisation.

SAMH as support infrastructure

- Job coach facilitated communication between employer and candidate.
- Provided guidance on strengths, triggers and workplace support needs.

FLEXIBLE ENGAGEMENT MODEL

- Freelance project-based work matched both organisational needs and candidate capacity.
- Implemented inclusive hiring without the overhead of permanent headcount.
- Created an accessible entry point into employment.

The Circular Classroom x SAMH

From Withdrawn to Confident, At Her Own Pace.

SARAH'S STORY

When Sarah first joined, she communicated entirely through her caseworker and preferred working independently. The Circular Classroom created a role that gave her control over her pace and environment, allowing her to contribute meaningfully while building confidence gradually. Over time, Sarah became comfortable communicating directly with the founders and taking greater ownership of her work.

"We provide some kind of hope and some kind of possibility because that possibility can then give them the confidence to do the next step."

**Ms Leonie Nagarajan (left),
Co-Founder, The Circular Classroom**



The Business Outcome

- Progressed from relying on a caseworker to direct employer communication
- A second SAMH candidate successfully supported SG60 event delivery
- Inclusive hiring strengthened The Circular Classroom's social mission
- Demonstrated that micro-enterprises can successfully hire inclusively without a dedicated HR function
- Built confidence in using flexible work arrangements to access new talent pools

**Inclusive hiring does not require scale.
It requires intent, flexibility
and the right partner.**

SECTION 06

SBF Skills-First & Inclusive Hiring Workforce Transformation Guide

Supporting Employers with Funded Workforce Programmes

Workforce Transformation Guide (WTG): Enabling Skills-First Workforce Design

The WTG helps employers move from qualification-based hiring to a skills-first approach that improves productivity, resilience, and performance. It turns workforce challenges into structured transformation opportunities.

The WTG helps employers shift from reactive recruitment to integrated workforce transformation by:

- Diagnosing workforce gaps and capability needs
- Redesigning jobs to improve fit, productivity, and retention
- Strengthening workforce planning and “career health”
- Connecting hiring, training, and development into one system
- Expanding access to talent through skills-first and inclusive hiring

Accelerate Transformation with Workforce Programmes

Employers can leverage government-supported workforce programmes to:

- Reduce hiring and transformation costs
- Strengthen workforce capability and productivity
- Support job redesign and skills development
- Accelerate workforce transformation outcomes

Reduce Hiring Costs & Accelerate Transformation



Phase 1 - Pilot

MCPP - try before hire, de-risk the placement

Phase 2 - Building Capability

CCP-SMEP - Progressing into PMET roles

Phase 3 - Becoming a Champion

EWTP - redesign jobs and workforce structures

MCPP (Mid-Career Pathways Programme)

What it does- Provides structured workplace attachments that let you assess candidates on the job before making a hiring decision.

When to use- Ideal for a try-before-hire approach, reducing hiring risk while evaluating talent from non-traditional talent pools.

Who it's for- Employers hiring mature workers (aged 40+), mid-career switchers, or individuals returning to work after an extended career break.

Funding

Up to 70% of attachment allowance
| Max SGD 3,800 | Up to 6 months

CCP - SMEP (Career Conversion Programme - SME Professional)

What it does- Enables SMEs to hire and reskill mid-career talent into PMET roles with salary support and structured on-the-job training. Hire for potential, not just credentials.

When to use- When an inclusive hire is ready to transition into a structured PMET role through formal reskilling.

Who it's for- SMEs hiring mid-career switchers into PMET roles with structured OJT and an EWTP advisory plan.

Funding

Up to 90% salary support | Structured OJT with defined training roadmap | JRR-supported reskilling

EWTP (Enterprise Workforce Transformation Package)

What it does- Builds inclusion into your business transformation by redesigning jobs, workflows and workforce structures—before you hire.

When to use- Ideal when planning job redesign ahead of your first inclusive hire. Best suited for organisations at Stages 1–2 of their inclusion journey.

Who it's for- Companies with 3 or more local employees undertaking workforce transformation. Delivered via a net fee model, with SFEC funding offsets available.

Funding

Up to 70% for SMEs | 50% for non-SMEs
| Capped at SGD 150,000

MCPP: Your Enabler in Piloting

6 common employer situations where MCPP provides a practical entry pathway into inclusive hiring.

| Scenario | Context | How MCPP helps |
|---|---|--|
| Introducing mature workers | Facing manpower shortages but uncertain about hiring mature workers due to concerns over adaptability. | Structured attachment lets supervisors assess performance, learning agility and adaptation before offering employment. |
| Partnering with community organisations | Seeking to diversify workforce and create opportunities for individuals from vulnerable families or long-term unemployed. | Community organisations refer suitable candidates. Employers assess work readiness and reliability with partner support. |
| Recruiting career switchers | Experiencing recruitment challenges and wanting to tap non-traditional talent pools for essential roles. | Mid-career individuals participate in structured attachments with on-the-job training for operations or coordination roles. |
| Building organisational readiness | Interested in inclusive hiring but lacking internal experience or confidence managing a diverse workforce. | Pilot a small number of attachment placements. Supervisors gain practical experience before scaling efforts. |
| Establishing an inclusive contact centre | Exploring how persons with disabilities can be integrated into customer service and administrative support roles. | Candidates trained in call handling, scheduling and digital support. Employers assess fit and accommodation needs before hiring. |
| Supporting workforce re-entry | Open to hiring caregivers or long-term unemployed individuals but concerned about their work readiness. | MCPP provides a structured environment to rebuild workplace confidence and adapt to work routines before a hiring commitment. |

Enterprise Workforce Transformation

Package (EWTP)

The **Enterprise Workforce Transformation Package (EWTP)** is a structured support pathway that helps employers move from workforce planning to action. It enables companies to identify workforce gaps, prioritise interventions, and implement transformation through an integrated suite of support.

Through a single access point, employers can receive:

- Workforce diagnostics to identify capability and structural gaps
- Business and workforce advisory support
- Job redesign to improve productivity and workforce fit
- Workforce capability development support
- Workforce technology solutions to enable transformation
- Implementation support to drive execution

Up to 70%
Funding for SMEs

Up to 50%
Funding for non-SMEs
(Up to \$150,000 per company)

SkillsFuture Enterprise Credit (SFEC)
Out-of-pocket expenses may be
defrayed through the Redesigned
SkillsFuture Enterprise Credit

WorkWell by Job Redesign

CET Global · Inclusive Job Redesign for Corporates

10 WKS | 5 PHASES
WDG(JR+) SUPPORTED UP TO
70% FUNDING



10 WEEKS
End-to-end
delivery



5 PHASES
Structured
consulting process



70% SME GRANT
WDG JR+ funding
support



5 DELIVERABLES
Tangible project
outputs

01

Wk 1-2



Discover & Diagnose
Identify tasks for job
redesign

02

Wk 2-4



Process Mapping
Optimise workflows &
SOPs

03

Wk 4-6



**Job Redesign & Task
Reallocation**
Redesign roles for
inclusive hiring

04

Wk 6-8



Future State Design
Expand talent pool for
manpower needs

05

Wk 8-10



Build Capability
Structured training &
capability plan



Funding of up to 70% (for SMEs) and 50% (for non-SMEs), capped at \$150,000 per enterprise.



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CETGLOBAL
People • Process • Performance

Job Redesign for Inclusive Hiring

CAPELLE

Capelle's 2-Month Consultancy — helping your company move from intent to first hire

Touch Lives, Transform Organisations

Capelle's Workforce Consultancy Framework

ORGANISATION

01 DISCOVER Week 1 – 2

Understand the company, the role, and the beneficiary

- Company operations & culture visit
- Identify the role to be redesigned
- Role design considerations shaped by beneficiary profile — flexibility, task scope & support structures
- Industry constraints & readiness check

JOB DESIGN

02 REDESIGN Week 3 – 5

Co-create a role built for inclusive success

Each role analysed across 4 dimensions:

Strategic *Overarching direction & goals*

Tactical *Translate goals into plans*

Supervisory *Oversee plan execution*

Execution *Deliver day-to-day tasks*

- 2–3 role options & KPIs defined

STAFFING

03 PREPARE Week 6 – 7

Get your HR systems & people ready

- Inclusive recruitment & interview process
- Onboarding plan with buddy system
- Supervisor management guidelines
- Colleague sensitivity & internal comms strategy

DEPLOYMENT

04 HIRE READY Week 8

Handover, review, and go-live

- Full HR systems handover to your team
- Monitoring & adjustment framework
- Final readiness sign-off
- Optional: first-hire coaching support

About Capelle

WSG / MOM Appointed

65+ Social Sector Clients

20+ Years HR Expertise

Singapore-based management consultancy with 30 years of expertise in Organisational Development and Human Capital, strengthening organisations through consulting, funded training, and coaching.

Accelerate Workforce Transformation with Strategic Hiring Support

Working with SBF's Workforce Development Division's (WDD) advisors below, Leverage Popular Government-Supported Workforce Programmes and Grants To Build Capability While Defraying Business Costs.

| MCPP (Mid-Career Pathways Programme) | CCP - SMEP (Career Conversion Programme - SME Professional) | EWTP (Enterprise Workforce Transformation Package) | SBI Programme (Inclusive Hiring: Talent Without Barriers) |
|---|---|---|--|
| <p>For more information contact: Nicole Lim Phone: 6797 0763 Email: nicole.lim@sbf.org.sg</p> | <p>For more information contact: Eady Ng Phone: 6827 6867 Email: eady.ng@sbf.org.sg</p> | <p>For more information contact: Edmund Lee Phone: 6827 6841 Email: edmund.lee@sbf.org.sg</p> | <p>For more information contact: Siow Ching Ching Phone: 6827 6868 Email: chingching.siow@sbf.org.sg</p> |

Unlock funding and workforce solutions to hire smarter, transform faster, and build a future-ready workforce.

SECTION 07

Your Partners in this Journey

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EmployWell Programme SSA Partners



| Daughters Of Tomorrow | New Hope Community Services | Singapore Association for Mental Health |
|---|---|---|
| Women from Lower-Income and At-Risk Backgrounds | Displaced Individuals and Families | Individuals Navigating Mental Health Concerns |
| For more information contact: Email: jobsupportmgt@daughtersoftomorrow.org | For more information contact: Email: stanley@newhopecs.org.sg | For more information contact: Email: calvin_teo@samhealth.org.sg |

About Trampoline

Trampoline is a non-profit organisation providing **inclusive employment and job coaching for neurodiverse youth**. We champion their potential through structured training in critical core skills, active employer engagement, and sustained job coaching beyond placement.

Our results:

- Over 60% of supported individuals secure employment
- Over 70% stay in their jobs beyond 12 months.
- Majority are placed in PMET roles, including in manufacturing, engineering, oil & gas, hospitality and other industries.
- Collaborate with us on awareness workshops, learning journeys, work tasters, internships or employment opportunities!
- The neurodiverse youths we serve include those with Autism Spectrum Disorder (ASD), Attention Deficit Hyperactivity Disorder (ADHD), Dyslexia, Dyspraxia and related profiles.

Get in touch with Trampoline

Website: trampoline.org
Email: contact@trampoline.org
WhatsApp: +65 8044 0260

Proven Track Record



10
years of
experience with
neurodiverse
youth



2,000+
youth
participated in
inclusive job
training



13
partner schools
or educational
institutions



100+
employer
collaborations



200+
Families engaged
and supported

SECTION 08

Your Path to Placement

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Taking the First Steps

- **Identify one suitable role in your company**
 - **Speak to one of our SSA partners**
 - **Educate the hiring manager in your organisation**
 - **Explore one of the suitable WTG grants and reach out to one of the SBF WDD advisors**
 - **Pilot one job placement**
- 

Thank you!

 contact@sbfoundation.org.sg

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[More Information: sbffoundation.org.sg](http://sbfoundation.org.sg)

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