

ENVIRONMENTAL SERVICES JOB REDESIGN (ES JR) CONSULTANCY PACKAGE FREQUENTLY ASKED QUESTIONS (FAQs)

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Section A: General Questions on the Environmental Services Job Redesign (ES JR) Consultancy Package

General Questions	
1.	<p>What is the Environmental Services Job Redesign (ES JR) Consultancy Package?</p> <p>With rising manpower costs and evolving client’s demands, it is increasingly important for Environmental Services (ES) enterprises to transform their businesses in tandem with their workforce so as to remain competitive.</p> <p>In support of the ES Industry Transformation Map (ITM), Workforce Singapore (WSG) has launched the Environmental Services Job Redesign (ES JR) Consultancy Package to support ES enterprises undergoing transformation. Enterprises will be able to receive funding support through the Support for Job Redesign under Productivity Solutions Grant (PSG-JR) for job redesign consultancy that would help them enhance quality of jobs to be more productive and attractive for their employees.</p>

2. How does the ES JR Consultancy Package support enterprises and what are the deliverables?

The ES JR Consultancy Package aims to help ES enterprises streamline their JR efforts by focusing on these key priorities:

- a. Redesign jobs due to operations transformation/ digitalisation;
- b. Increase job value and attractiveness through job enrichment or enlargement; and
- c. Update job profile and align human capital practices to the redesigned job role(s).

Participating enterprises have up to one year to complete their job redesign project, covering the following areas of work:

Scope of Work
<p>Phase 1 - Job Fit</p> <ul style="list-style-type: none"> • Developing/ Updating of Job Descriptions - Align identified job role to critical business needs including job tasks, knowledge and skills requirements, and desired attributes for ideal job performance. Skills are referenced from the Environmental Services Industry Skills Frameworks. • Training Needs Analysis - Based on the skill gaps identified in the updated job descriptions, recommendations for training will be provided, whether in the form of external facilitated training or in-house training (i.e., workplace learning, OJT) aligned to job level.
<p>Phase 2 - Employee Fit</p> <ul style="list-style-type: none"> • Coaching and Career Conversations for Impacted Employees - After completion of documentary review and recommendations, a group coaching session will be conducted with the affected Job Holders, Supervisors, and HR. The goal is to communicate the new requirements of the redesigned job role, as well as how the organisation will support the transition period for the impacted employees. • Business Agility Mindset Implementation Session - To gain buy-in and traction for job redesign efforts within the organisation, employees will also need to understand from the business owner's perspective. An agile business mindset will allow individuals to see the value in continually upskilling to not only help to maintain competitiveness of the organisation and drive growth but ultimately build career resilience for themselves.
<p>Phase 3 - Business Fit</p> <ul style="list-style-type: none"> • Implementation Plan and Project Management - An Implementation Plan will be developed to sustain job redesign efforts upon completion of the consultancy project. It will chart out key action plans and milestones to ensure continued efforts to support staff development and job redesign outcomes. This final phase of work supports the ongoing need for organisational skills to be periodically reviewed and updated for relevance to the latest industry trends and business needs, keeping staff skills aligned to business outcomes.

3.	How to identify which job role(s) need to be redesigned before embarking on the ES JR Consultancy Package?
<p>The following considerations would help enterprises to identify the job role that needs to be redesigned:</p> <ul style="list-style-type: none"> • What are the operations and administrative pain points that employees commonly give feedback on? • Which task(s) performed by employees can be simplified, removed or enriched through process redesign and/or the adoption of technology solutions? • Can more time be freed up for employees to perform strategic tasks? • Are there opportunities to introduce quality/ value-added tasks/ roles? • Is the enterprise ready/ committed to implement the job redesign project? <p>For sector-specific job redesign examples, enterprises may refer to the ES 4D Job Redesign Guide, a self-help toolkit developed by WSG with ready-to-go solutions.</p>	
4.	What benefits do enterprises gain from the ES JR Consultancy Package?
<p>Enterprises can look forward to improved productivity and job attractiveness by working with CET Global Pte Ltd, a pre-approved Job Redesign consultant under the PSG-JR programme. The pre-scoped services are cost-efficient to support enterprises which have introduced/ adopted technology applications but have yet to rework the job and people requirements. Enterprises will be able to derive quantifiable changes to the job value via the National Job Evaluation (JE) Tool upon project completion.</p> <p>Enterprises will receive funding support through the Support for Job Redesign under Productivity Solutions Grant (PSG-JR) for JR related consultancy costs incurred in their projects.</p>	
5.	Which JR consultants can enterprises approach for the ES JR Consultancy Package?
<p>The ES JR Consultancy Package is an initiative developed by WSG, CET Global Pte Ltd and the Singapore National Employers Federation (SNEF) to support ES enterprises in their operations transformation, to redesign their operational job roles. CET Global Pte Ltd is one of the pre-approved JR consultants under the PSG-JR programme and has track record working with SMEs in providing quality human capital training and consultancy services. Enterprises may also approach other pre-approved PSG-JR consultants (refer to the list of consultants) to develop their own PSG JR solutions/ projects.</p>	
6.	What if enterprises cannot complete the JR project within one year and project outcomes are not met?
<p>Enterprises are required to complete the project with outcomes met within the approved project duration for grant eligibility. Any project extension will be assessed on a case-by-case basis by SNEF. Enterprises must submit a formal request with valid justifications to SNEF before the project expiry date.</p> <p>Enterprises should work closely with the appointed consultant to ensure that the milestones set are met within the planned dates to avoid any delay to project completion/ implementation</p>	
7.	What is the available funding for the ES JR Consultancy Package?
<p>From 1 April 2024, eligible enterprises will receive up to 50% (for SMEs) and 30% (for non-SMEs) funding of their JR consultancy services, capped at \$30,000 per enterprise.</p> <p>Participating enterprises have up to one year to complete their job redesign project.</p>	

On top of the above funding support for PSG-JR, enterprises can also tap on the SkillsFuture Enterprise Credit (SFEC) to defray out-of-pocket (OOP) expenses. Eligible enterprises will receive a one-off \$10,000 credit per firm to cover up to 90% of OOP expenses. More details can be found on <https://www.enterprisesg.gov.sg/financial-support/skillsfuture-enterprise-credit>

PSG-JR funding does not cover the procurement of technology solutions. Enterprises may wish to apply separately through funding schemes such as:

- a) Infocomm Media Development Authority – [SME Go Digital Programme](#)
- b) Enterprise Singapore – [Productivity Solutions Grant](#)

8. What are the eligibility criteria for PSG-JR?

All participating enterprises must fulfil the following criteria in order to qualify:

- Registered or incorporated and operating in Singapore; and
- Must have at least three local employees¹ at the point of application.
- Must not have signed or confirmed any contract or purchase order with the JR consultant or third party in relation to the engagement of JR-related consultancy service.
- Must not have made any payment to the JR consultant or third party in relation to the engagement of JR-related consultancy service

All applications will be evaluated on a case-by-case basis by the programme manager, Singapore National Employers Federation (SNEF).

For more information on the PSG-JR, enterprises may visit <https://snef.org.sg/incentives/psgjr> or contact SNEF at psgjr@snef.org.sg.

9. Are Non-Governmental Organisations (NGOs) & Non-Profit Organisations eligible for PSG-JR?

Yes. NGOs and Non-profit organisations can apply for PSG-JR. The non-business entities that are eligible include:

- Charities and Institutions of a Public Character
- Voluntary Welfare Home
- Cooperative societies
- Societies (including community services societies)
- Religious entities
- Commercial Home (including private nursing homes)

10. Can enterprises tap on other funding schemes concurrently for equipment/ technology solutions while they are on the PSG-JR project?

Yes, enterprises can tap on other funding schemes concurrently to support equipment/IT solutions costs as these are not supported under the PSG-JR funding.

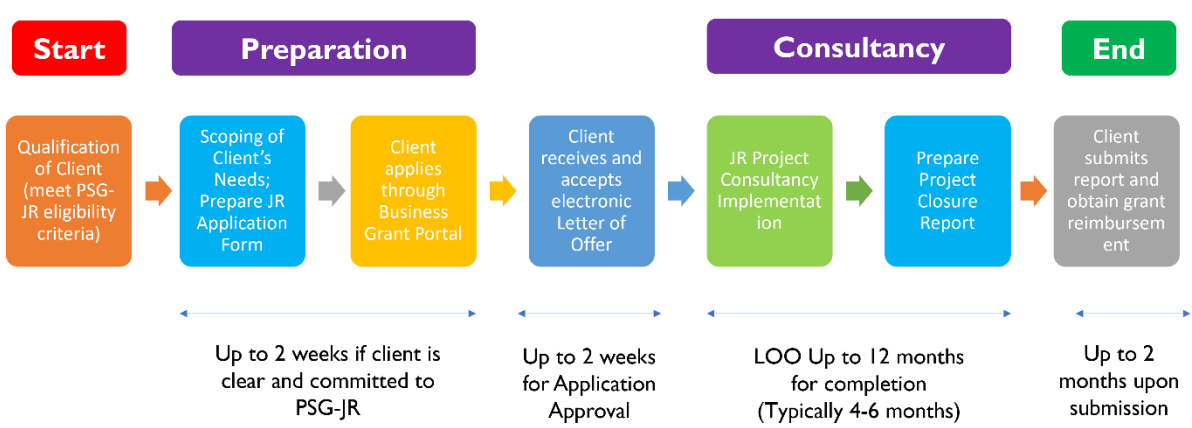
11. What are the other funding schemes which enterprises can tap on to support their job redesign project?

¹ Local employees can be Singapore Citizens and Singapore Permanent Residents. For enterprises related to the same parent enterprise, these affiliates will have to prove that their employees are not double counted in the enterprises applying for PSG JR.

ES enterprises may also tap on **Career Conversion Programmes (CCPs)** such as the CCP for Facility Management Specialists, CCP for Sustainability Professionals, CCP for Human Capital Professionals or CCP for Professional Executives to hire new entrants or reskill existing staff for the redesigned job roles.

WSG will provide up to 90% salary support for a duration of up to 3 months for job redesign reskilling of existing staff and up to 6 months for new entrants. For more information on the respective CCPs criteria and funding details, please visit [here](#).

Section B: Application Process

1.	What is the project journey for enterprises who are interested in the ES JR Consultancy Package (with CET Global)?
<p style="text-align: center;">← PSG-JR project journey with CET Global Pte Ltd →</p> 	
2.	How do enterprises apply for the ES JR Consultancy Package?
<ol style="list-style-type: none"> 1. Enterprises may indicate their interest via this form. A SNEF Officer will get in touch with the interested enterprise to understand their needs and connect them with the appointed Consultant, CET Global Pte Ltd. 2. An interested enterprise will obtain a quotation from CET Global Pte Ltd and work with the consultant to complete the Consultancy Proposal (based on the template that can be accessed via the Business Grants Portal (BGP) at https://www.businessgrants.gov.sg 3. All applications will be evaluated on a case-by-case basis. If the application is accepted, the enterprise will receive an electronic Letter of Offer via the BGP. 4. The enterprise must then accept the Letter of Offer via BGP, before signing any contract or making any payment to the consultant. 	
3.	What are the documents required when applying for PSG-JR?
<ul style="list-style-type: none"> • Consultant's quotation - itemised JR consultancy costing from the Consultant • Consultancy proposal • Latest CPF Form 90 for the past 3 months (for proof of at least 3 local employees within the enterprise at the point of application, as required by the eligibility criteria) • Other relevant supporting documents to support the project evaluation 	

Section C: For more assistance or feedback

1.	Should there be more queries on the ES JR Consultancy Package, who can enterprises contact?
Enterprises can fill up this form or contact WSG at wsg_biz_services@wsg.gov.sg .	
2.	Who can enterprises contact should they have more queries regarding PSG-JR, Business Grant Portal or CorpPass?
Enterprises may approach the relevant contacts provided below: <u>PSG-JR Programme:</u> Singapore National Employers Federation (SNEF) E: psgjr@snef.org.sg T: +65 6827 6910 <u>CorpPass Issues:</u> CorpPass Helpdesk E: support@corppass.gov.sg T: +65 6643 0577 <u>Business Grants Portal:</u> Business Grants Portal Helpdesk FormSG Link: go.gov.sg/bgphelpdesk T: +65 6708 7288	