

Project JOY

Progressive HR Practices Early Adopter Programme

1. The Progressive HR Practices Early Adopter Programme (Project JOY) – is developed by Workforce Singapore (WSG) in Apr 2017 and managed by the Association of Early Childhood and Training Services (ASSETS) to strengthen the leadership and HR capabilities of preschools and encourage preschool operators to implement progressive HR practices within their workplace for the benefit of their employees.
2. The programme is a subsidised package of HR and leadership training and advisory by professional HR consultants (Capelle Consulting and EON Consulting) appointed to carry out the diagnostics, conduct training and consultancy sessions.

Testimonial

“Embarking on Project Joy and working together with Jean from EON, our HR consultant was truly enriching because it was not a project of “Just to do Better” on current HR practices but a journey of learning how to synergise wisely with human talents and strengths.”

- **Rachel Goh-Ding, Managing Director, Red SchoolHouse**



**The Association of Early
Childhood and Training Services
(ASSETS)**
Project in-charge: Ms Alice Chang
Contact number: 6282 9414
Email: alice@assets.org.sg
Workforce Singapore
Ms Adelina Lim
Email: adelina_lim@wsg.gov.sg



STEPS to SIGN UP for Project JOY

Application
Approved by
WSG & ASSETS



Engage HR
Consultant
(choice of 2 firms)



Phase 1 Diagnosis

- HR Diagnostic Checklist
- Employee Satisfaction Survey



Phase 2 Training

- Leadership Workshop 2 days
- HR Capability Development Workshop 4 days



Phase 3 Implementation

- HR Advisory 36 Hours
To identify 2 out of 6 HR practices including ECCE Skills Framework



Review 6 months After

Funding by Workforce Singapore for Courses up to 6 training places

Course fee for SME per person	Before subsidy; bef GST	After 90% subsidy; before GST	Amount of subsidy (90%) given bef GST
Leadership (2 days)	\$600	\$60	\$540
HR (4 days)	\$1,200	\$120	\$1,080

Leadership Course emphasizes

Proper HR Practices:

1. MOM Employment Act
2. Human Capital Best Practices

Leadership Communication:

1. Quality of conversations
2. Effective feedback
3. Acknowledging skills

Build a Culture

1. Communicate vision, mission
2. Programs to reinforce positive culture

Human Resource Course emphasizes

Performance Management:

1. Communicating goals/ KPIs
2. Regular performance review

Recruitment/ Retention/ L&D:

1. Selection criteria & Interview
2. Onboarding & mentorship progs
3. Learning & development

Employee Engagement

1. Engagement strategies
2. Feedback channels
3. Managing staff suggestions



Funding by Workforce Singapore for Consultancy (up to 36 hours)

Advisory fee for SME	Before subsidy; before GST	After 90% subsidy; before GST	Amount of subsidy (90%) given before GST
1 hour	\$300	\$30	\$270
36 Hours	\$10,800	\$1,080	\$9,720

Testimonial

“There were efforts by HR and the leadership, such as through the Project JOY implementation, to take action in response to the staff surveys, acting on some of the staff suggestions and having it communicated with staff so they know their views are considered. The post-project surveys have shown that the implementation has in many ways helped to improve retention and commitment by staff to stay with our centre.”

Ng Kuan Wei (Mr), General Manager, Nurturestars Preschool

Choose the 1st out of 3 choices of Skills Framework related practises:

1. Recruitment

- i. Use SF to set job description, job requirements and selection criteria.
- ii. Set recruitment criteria based on culture & values.

2. Learning & Development

- i. Align training needs to business goals.
- ii. Use SF to set skills requirements
- iii. Training needs (TNA) for employees
- iv. Learning & Development roadmap

3. Performance Management

- i. Set Goals/KPIs
- ii. Use SF to set performance criteria for appraisal
- iii. Use SF for training & career

Choose a 2nd HR practice out of 3 choices:

4. Build a Culture

- i. Develop an organisation culture with mission statements and values.
- ii. Align recruitment and appraisals to culture and values.
- iii. Create employee awards linked to values.

5. Retention Strategy

- i. Develop an onboarding programme (induction for new staff)
- ii. Develop a mentorship programme

6. Employee Engagement

- i. Implement staff engagement plan.
- ii. Conduct employee engagement survey to get inputs and feedback
- iii. Implement staff's suggestions.

Incentive Grant for Early Childhood Operator: \$5000*

***Upon completion of project with documentary proof of implementation**



124 Preschool brands in **PROJECT JOY**



