Info about the HR guidebook for the Built Environment sector

**Background:**

The Building and Construction Authority (BCA) seeks to transform the built environment (BE) sector into a workplace of choice led by professional and progressive firms with good Human Resource (HR) practices.

BCA envisioned that as the sector as a whole adopts good HR practices, it would bring about more conducive work environment and better employee management. These will in-turn attract local talents to join the sector, and also retain those within the sector.

For this reason, BCA and the Construction Industry Joint Committee (CIJC) signed a Memorandum of Understanding (MoU) in 2014 to demonstrate industry’s commitment to push for the adoption of good HR practices and transform the built environment sector into a workplace of choice.

A voluntary “Pledge for a Better Built Environment Workplace” was developed for built environment firms to improve on their HR practices for their employees, with 5 key areas with a total of 17 items (refer to Annex A).

1. **Why is the HR Guidebook developed?**
   
   As part of BCA’s continuous effort to encourage built environment (BE) firms to adopt good HR practices.

2. **What does it aim to solve?**

   - To help firms in their people journey by guiding them on the baseline of what HR practices need to be adopted
   - How firms can better improve their existing HR practices to better attract, retain and motivate your staff

3. **Who is this HR Guidebook for?**

   For all BE firms who are committed to improve their HR practices

4. **How was the HR Guidebook developed?**

   Through one-on-one interviews and online surveys conducted in 2016 with over 200 built environment firms (including Contractors, Consultants and Developer firms, of all sizes)

   To understand:
   - HR maturity levels
   - Key HR gaps
   - Leading HR practices within the BE sector
5. What are the key benefits of the HR guidebook?

   1. BE sector customized content
   Firms can make use of the customised content and adapt them to improve their HR practices
   2. Case studies
   Showcase of the actual HR practices implemented by 10 BE firms
   3. Baseline level of HR practices
   Includes at least the baseline level of HR practices need to be adopted and how BE firms can further improve their existing HR practices
   4. Tools and templates
   Files can be “Plugged and played” and can be downloaded online

6. Key features of the Guidebook

There are 8 chapters in total:

The first 5 chapters are aligned with “Pledge for a Better Built Environment Workplace”, covering:

1. Performance management and training
2. Recruitment and on-boarding
3. Communications
4. Rewards and compensation
5. Wellness and support schemes

The first five chapters also have dedicated tools and templates, quick tips and useful links. BE firms will be able to use the HR Guidebook to enhance their HR practices in line with the Pledge’s five HR principles and 17 items.

The last 3 chapters provide additional information to help BE firms enhance their HR practices. It covers:

- FAQs on foreign worker management
- Case studies
- Tools and templates

The HR Guidebook is also formulated in Question and Answer (Q&A) format for easy understanding.
7. Getting access to the HR guidebook

Step 1: Sign up for the Pledge [www.buildingcareers.gov.sg/pledge](http://www.buildingcareers.gov.sg/pledge)

Step 2: Visit the [www.buildingcareers.gov.sg/guidebook](http://www.buildingcareers.gov.sg/guidebook)

Step 3: take the optional HR diagnostic survey to assess the current HR practices within your firm

Step 4: Access the HR guidebook
Annex A:

“Pledge for a Better Built Environment” – Information

Objectives and commitments

This is a voluntary pledge designed for built environment firms which includes developers, consultants and contractors. Firms can contribute by demonstrating your commitment to your employees via the Pledge for Better Built Environment Workplace.

Through the pledge signing, the senior management of the organisation will be committed to the adoption of good human resource practices based on the following key HR principles:-

- Performance management
- Recruitment & on-boarding
- Staff engagement
- Remuneration, rewards & benefits
- Wellness & support

HR Checklist

Firms signing the pledge will have to achieve at least 10 actionable items based on the identified HR principles, which was developed in consultation with the CIJC.

Pledge Checklist

<table>
<thead>
<tr>
<th>A. Performance management and Training</th>
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<tbody>
<tr>
<td>1 Create &amp; communicate clear progression path for employees</td>
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<td>2 Monitor and develop performance of employees</td>
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<td>3 Conduct formal appraisals for employees</td>
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<td>4 Annual review of employees’ training &amp; development needs</td>
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**B. Recruitment and On-boarding**

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<tr>
<th></th>
<th>Organise induction / orientation for new employees</th>
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<td></td>
<td>Implement buddy system for assimilation of new employees</td>
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**C. Communications**

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<th></th>
<th>Issue employee handbook to clearly communicate corporate mission &amp; vision, HR policies and work procedures to all employees</th>
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<td>Provide 2-way communication channels to address employees’ concerns, feedback/ ideas e.g. dialogue sessions</td>
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**D. Rewards and compensation**

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<th>Implement salary structure/ Job grading system</th>
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<td></td>
<td>Implement performance-based remuneration</td>
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<td>Implement formal awards programme to recognize individual/ group efforts</td>
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<td>Provide enhanced employee benefits (non-mandatory) e.g. leave, health and work-related allowances</td>
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**E. Wellness and support schemes**

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<th></th>
<th>Introduce flexible work arrangement schemes e.g. Flexi-work, Flexi-place, Compressed Work Week or Part-Time work options</th>
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<td>Introduce employee support schemes e.g. Childcare/ Eldercare subsidies or Financial Support (bursary, education loans, scholarship, financial assistance)</td>
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<tr>
<td>17</td>
<td>Introduce health &amp; wellness programs to enhance employee well-being</td>
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