Building an Inclusive Workplace

A toolkit designed to help organisations transform their business,
culture and work practices by creating an inclusive workplace through inclusive hiring

Celebrate diversity and embrace inclusion

Preface

This **Inclusive Hiring toolkit** is a result of a collective effort, using qualitative and quantitative research conducted with various employers, job coaches and talents from vulnerable communities.

The toolkit is designed to guide and support Organisations to kickstart or Improve their Inclusive Hiring process.

If you are new to inclusive hiring, it is recommended that you start from the beginning of this toolkit.

If you have already embarked on inclusive hiring and wish to evaluate your progress thus far, you can go to the relevant section of this toolkit according to your need and use as guided.

The toolkit is organised based on 3 purposes:

Section 1

Serves as a stepping stone to introduce and promote Inclusive Hiring

Section 2

Serves to relook into the Organisation's stance on Inclusive Hiring
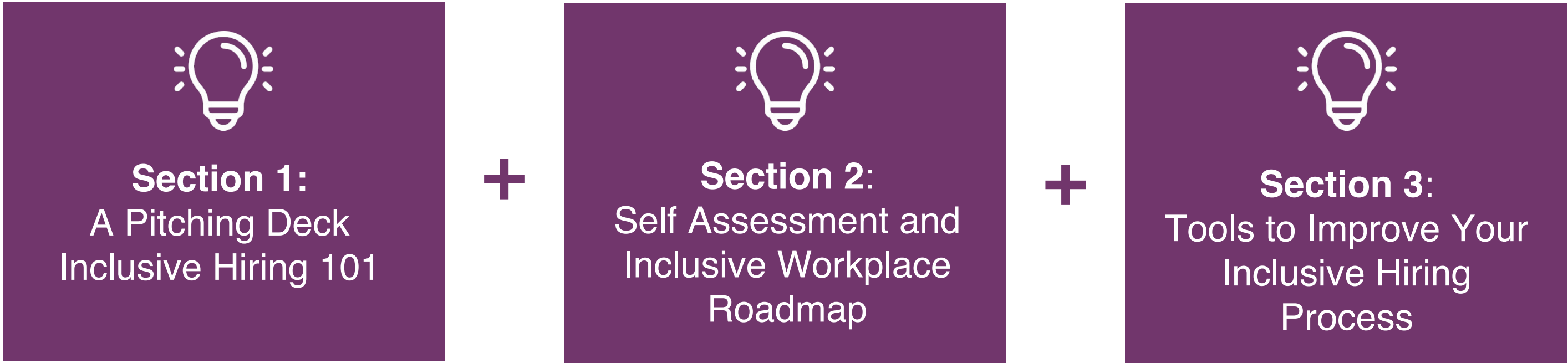
Section 3

Serves as an entry point for Organisation's to reflect, then start or improve on their Inclusive Hiring practices

What is the **Inclusive Hiring Toolkit** designed to do?

The toolkit is designed to guide and support Organisations to kickstart or improve their Inclusive Hiring process.

Empower Organisations to create an inclusive workplace through dignified employment

Section 1:
A Pitching Deck
Inclusive Hiring 101

+

Section 2:
Self Assessment and
Inclusive Workplace
Roadmap

+

Section 3:
Tools to Improve Your
Inclusive Hiring
Process

The Inclusive Hiring Toolkit is designed to be

Adoptive
(Easy to use)

Adaptive
(Customisable to various situations)

Actionable
(Plug and Play)

Section 1.

**Start with Why
Inclusive Hiring 101**

What is
Inclusive Hiring?

Inclusive Hiring is a process where **employers intentionally seek out job candidates with diverse needs** and **identify them to be a part of their Organisation's human capital.**

Transforming Misconceptions to Inspirations

Organisations may have initial concerns regarding Inclusive Hiring. Hence, it would be beneficial to understand some of the misconceptions of Inclusive Hiring and how other Organisations have successfully overcome them. You may also use the Empathy Mapping tool in your interviews with your stakeholders to understand their concerns and perspectives. The insights would inform you of your possible next steps.

Misconception

Organisations sees Inclusive Hiring as charity work.

Inspiration

Organisations that have successfully established a diverse workforce benefit from **a wide array of perspectives and experiences.**

Misconception

Employee generally find it difficult to accept Inclusive Talents.

Inspiration

Inclusive culture **must be driven from top down,** changing mindsets, making diversity and inclusion part of the Organisation culture.

Misconception

Organisations do not have trained employees to handle or work with Inclusive Talents.

Inspiration

Employees can be **coached and trained** on the relevant skills and competencies on how to work with Inclusive Talents.

Misconception

It is difficult to accommodate the Inclusive Talent's needs (e.g. salary, health).

Inspiration

It is a **good challenge** to rethink the organisation's policies, working arrangement and assets to promote inclusion.

Misconception

Organisations have preconceived negative perceptions of Inclusive Talents.

Inspiration

Focus and leverage on the strengths of the Inclusive Talent instead of their disadvantaged background.

Misconception

Organisations generally do not have the right physical environment or support system (IT) for the Inclusive Talents.

Inspiration

Explore different ways of working (e.g. Work From Home) and use Assistive Technology that are easily available.

Benefits of having a diverse and inclusive workforce

Having diverse talents on board and bringing together employees with different background, experiences, skills, strengths and perspectives contribute towards:

Talent Acquisition

- Research show inclusive talents are **less likely to job hop**
- Inclusive hiring culture will **attract more young talents**
- **Recruitment cost is subsidised by government grants and incentives**

Business and Organisation

- Build an **inclusive culture with empathy** within the Organisation
- **Cultivate innovation and creativity with diverse talents**
- **Higher** workforce **productivity -** lower levels of absenteeism
- **Potential business opportunities with the inclusive communities**

Brand Reputation

- Enhance **Organisation's reputation** and **branding**
- Fulfil the **UN SDG* 8: Decent Work and Economic Growth & SDG10: Reduce Inequality**
    United Nation Sustainable Development Goals

Who are the Stakeholders
within the Organisation
involved in building an inclusive workplace

Organisation

Human Resource

Hiring Manager

Leadership / Management

Talent

Buddy / Co-workers

*Job Coach (Internal/External)

*Job Coach | They help with work preparation, recruitment, interview, coaching and even confidence-building.

Who are the Talents
with diverse needs?

Seniors

Persons with disability

Disadvantaged Women
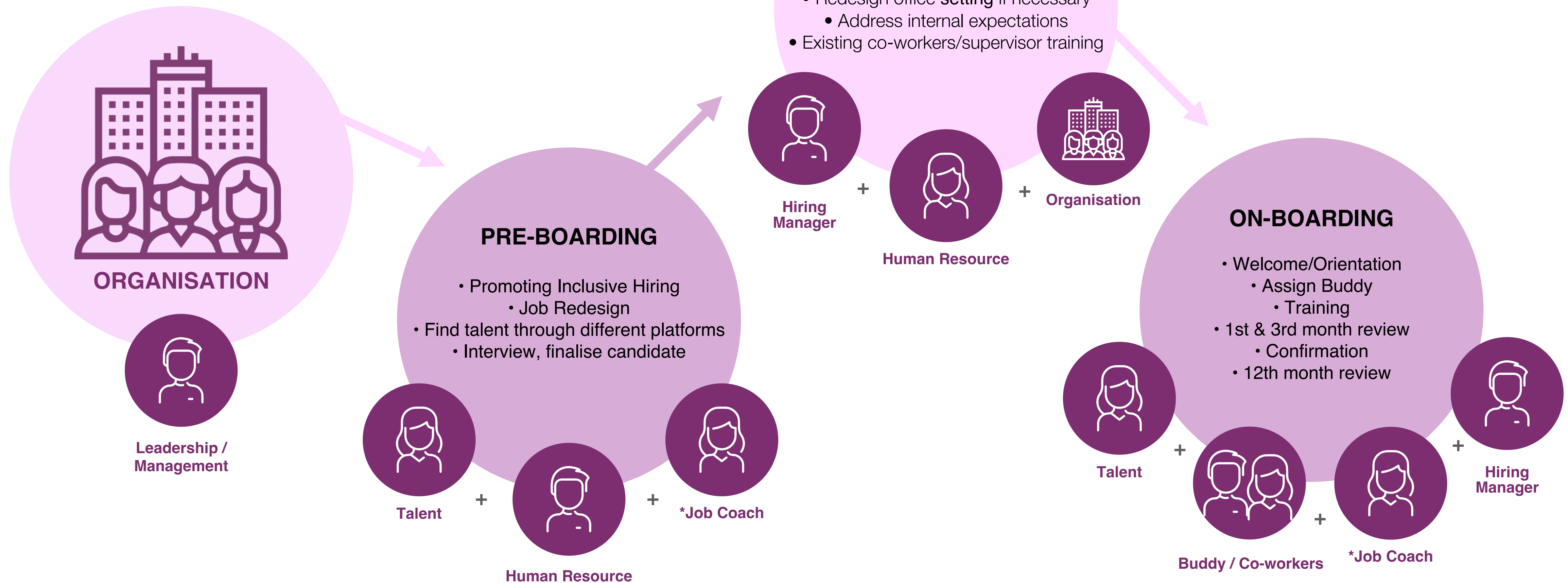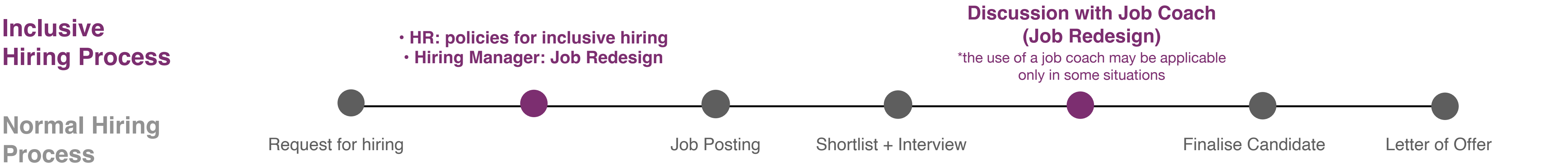
Ex-Offenders

Mental Health Issues

Low Income

Caregivers

Youth-At-Risk

Building an Inclusive Workplace

The Inclusive Hiring Process

ORGANISATION

Leadership / Management

PRE-BOARDING

• Promoting Inclusive Hiring
• Job Redesign
• Find talent through different platforms
• Interview, finalise candidate

Talent + Human Resource + *Job Coach

PREPARATION

• Prepare ID card/Equipment (software/hardware etc)
• Redesign office **setting** if necessary
• Address internal expectations
• Existing co-workers/supervisor training

Hiring Manager + Human Resource + Organisation

ON-BOARDING

• Welcome/Orientation
• Assign Buddy
• Training
• 1st & 3rd month review
• Confirmation
• 12th month review

Talent + Buddy / Co-workers + *Job Coach + Hiring Manager

Building an Inclusive Workplace

Comparing
Normal and Inclusive Hiring

Stage 1 PRE-BOARDING

Inclusive Hiring Process

· HR: policies for inclusive hiring
· Hiring Manager: Job Redesign

Discussion with Job Coach (Job Redesign)
*the use of a job coach may be applicable only in some situations

Normal Hiring Process

Request for hiring | Job Posting | Shortlist + Interview | Finalise Candidate | Letter of Offer

Stage 2 PREPARATION

Inclusive Hiring Process

Inclusive Culture (Empathy / Acceptance)

Redesign & make changes to office settings (If necessary)

Normal Hiring Process

Setup Profile (ID card etc) | Prepare (Desk / Stationary / IT Equipment (Computer) etc)

Stage 3 ON-BOARDING

Inclusive Hiring Process

Buddy System

Normal Hiring Process

Welcome | Orientation | Training | 1-Month Review | 3-Month Review | Review & Confirmation (3/6/9 Months) | 12-Month Review

Building an Inclusive Workplace

Grants & Incentives
for Inclusive Hiring

Open Door Programme (ODP)
funded by MSF & WSG
administered by SG Enable

Any employer who hire persons with disabilities and is legally registered or incorporated in Singapore with a UEN may apply.

Job Redesign Grant

Supporting **up to 90%** of the job redesign costs, **capped at $20,000 per employee**

Training Grant
Receive **up to 90%** funding fee for training courses for employees with disabilities as well as for the co-workers to attend related workshops

Recruitment and Job Support Services

Registered ODP employers will receive **recruitment assistance** as well as **job support services** from SG Enable and its appointed partners

Building an Inclusive Workplace

Resource Path Finder

This is a consolidated page of resources for Inclusive Hiring.
You may use the activity worksheet on the next page to select the resources that best suit your organisation's needs and goals.

Organisation Inclusive Hiring Journey

Tools

Empathy Mapping

Asset-Based Assessment

Risk Assessment

Organisation Self Assessment and Alignment Tool

Self Assessment Organisation Inclusive Workplace Roadmap

Job Redesign

Hotel job redesign inspiration

Job redesign for different sectors

Technology Infrastructure

Specialised Assistive Technology Centre by SPD

Fund for PWDs to obtain assistive technology devices (thus, companies need not bear the cost)

Training and Placement For The Talents

Trampolene - training, technology services

Bettr Barista/ Bettr Lives - various group

Tribe - Youth at risk

MDAS - PWDs

SACS - Persons recovery of mental health

Hey Sprouts - people with special needs

Diligent Ant - training, mentorship and technology for PWDs, persons from low income background and youth-at-risk

Hide & Seek - training for corporate leaders on inclusive hiring

ISCOS - Ex-offenders

Employment & Employability Learning Institute

Grant

raiSE VentureForGood

Employment & Employability Learning Institute

Senior Employees Grant
Workpro Scheme

Disabilities Employees Grant
Open Door Programme Grant

Wages offset for hiring
(Seniors/ PWDs/ Ex-Offenders)
Jobs Growth Incentive

Grant for short-term trial prior to formal employment

Senior Worker Early Adopter Grant and Part-time Re-employment Grant

One stop portal for organisations to find and apply for grants available

Where can I find Inclusive Talents?

Organisations that offer disability related services

Assisted Employment (AE) Programme

Ex-offenders Employment

Mild Intellectual Disabilities Employment

Women from all backgrounds Employment

FindJobs

FindSGJobs

Disability Employment Portal by SG Enable

YRSG Employment Portal

inclus

Training Support for Co-workers

Tips for interacting with person with Autism Spectrum Disorder (ASD)

Inclus programmes to support employers

Comprehensive and Structured training framework for employers

Self-advocacy and how best to navigate the disability support sector in Singapore by DPA

Caption Cube – Inclusive Communications Support

Job Coach

Hi-Job! – Job Placement / Job Support Programme (MINDS provides a team of experienced job coaches)

Job retention support by Yellow Ribbon SG

Building an Inclusive Workplace

Please refer to NCSS navigator for a complete list of Social Service Agencies

Resource Path Finder

This is a consolidated page of resources for Inclusive Hiring.
You may use the activity worksheet on the next page to select the resources that best suit your organisation's needs and goals.

Organisation Inclusive Hiring Journey	**Organisation Self Assessment and Alignment Tool**	**Job Redesign**	**Technology Infrastructure**
Training and Placement For The Talents	**Grant**	**Where can I find Inclusive Talents?**	Training Support for Co-workers
			Job Coach

Please refer to NCSS navigator for a complete list of Social Service Agencies

Section 2.

Kickstart your Inclusive Hiring Journey

Contents

The Inclusive Hiring Journey

This section aims to delve deeper into understanding your Organisation's stance and readiness to embark on Inclusive Hiring.

It covers 3 main parts - the Organisation self assessment, building your Organisation's Inclusive Workplace roadmap and lastly, the Inclusive Hiring process.

It also features a case study on Genashtim Innovative Learning Pte Ltd, which provides greater insight into their Inclusive Hiring journey by using the approach and tools covered in this toolkit.

Part 1
Organisation Self Assessment

Part 2
Building your Organisation's Inclusive Workplace roadmap

Part 3
The Inclusive Hiring Process

A catalyst to ignite conversations among various key stakeholders within the Organisation.

Beneficial for the Leadership / Management of the Organisation, to build a roadmap towards the Inclusive hiring goals.

Useful for the Hiring Manager / HR, in kickstarting or adapting the Inclusive Hiring Process into their current practice.

Inclusive Hiring starts with looking at the stakeholders within the Organisation

Organisation

Human Resource

Hiring Manager

Leadership / Management

Talent

Buddy / Co-workers

***Job Coach
(Internal/External)**

*Job Coach | They help with work preparation, recruitment, interview, coaching and even confidence-building.

PART 1

Organisation Self Assessment

By going through the **Self Assessment**, you would be able to assess the **readiness of your organisation** and **identify gaps and opportunities** for improvement.

It can be used as **a catalyst to spark conversations** amongst key stakeholders within the organisation.

Organisation Self Assessment
How ready are you?

This section aims to assess your organisation's readiness, identify gaps (if any), with the aim of moving the organisation towards Inclusive Hiring.

Category	Questions	Already practising	Will do
Organisation	Does your organisation's vision, mission and core values encourage diversity and inclusion in the workplace?		
	Does your organisation culture support accountability, fairness, trust, clear communication, respect, and performance?		
	Have your organisation participated in or organised any CSR event or activity?		
Leadership / Management	Do the CEO and Senior Management model their commitment to workplace inclusiveness and harmony through their actions and behaviours?		
Human Resource	Does your organisation have HR policies in place to support Inclusive Hiring?		
	Does your organisation include a statement in all the job postings with a commitment to diversity, equity, and inclusion?		
	Does your organisation regularly review job description language and requirements to ensure they are inclusive and equitable?		

Category	Questions	Already practising	Will do
Co-Worker	Do all employees have access to and are encouraged to attend training or talks on topics related to diversity, equality, and inclusion?		
Department	Will the hiring manager consider job redesign to map the requirements and needs of the job with the new Talent's skills and strengths?		
	Has the organisation or department considered which vulnerable group would be a good fit for the organisation?		
Environment / Facilities / Assistive Technology	Is your organisation prepared to look into workplace redesign, if necessary?		
	Is your organisation willing to invest in assistive technology to enable the hire to perform the work? For example, hardware or software that aid a visually impaired employee to perform tasks.		
Resources	Has the organisation explored other possible resources (internal/external) to help support Inclusive Hiring goals? For example, reaching out to SG Enable, an agency dedicated to enabling persons with disabilities, to build a better understanding of their needs and abilities.		

Building an Inclusive Workplace

Building your **organisation's Inclusive Workplace roadmap**

This part aims to help **build alignment** in the Organisation's Inclusive Hiring goals by **curating a roadmap**.

The roadmap is **especially beneficial for the Leadership / Management** of the Organisation to **rethink their vision and goals, encouraging strategic and forward planning towards Inclusive Hiring and create an inclusive workplace.**

PART 2

Building your **Organisation's Inclusive Workplace Roadmap**

Milestones	Vision, Mission, Core Values	Culture Analysis	Goals and Strategies	Action Steps and Implementation	Monitoring, Evaluating And Refocusing
	• State your Organisation's vision, mission and core values that encourage diversity	• Gauge openness within leadership • Observe team interactions • Attitudes/behaviours of employee • Respect/fairness • Change/Adaptability • Teamwork • Employee Engagement • Responsibility/Accountability • Decision-Making	• Measure • Achievable • Specific • Time-based • Energising • Relevant	• List down the steps to be followed • Prioritise tasks and add deadlines • Set milestones • Identify the resources needed • Communicate the plan with stakeholders	• Establish evaluation criteria • Create feedback mechanism • Adjusting the action plans on an ongoing basis, where necessary • Providing mechanisms for ongoing input and contributions

Assessment Tools for the organisation at each stages: Empathy Mapping

Empathy Mapping
Asset-Based Assessment
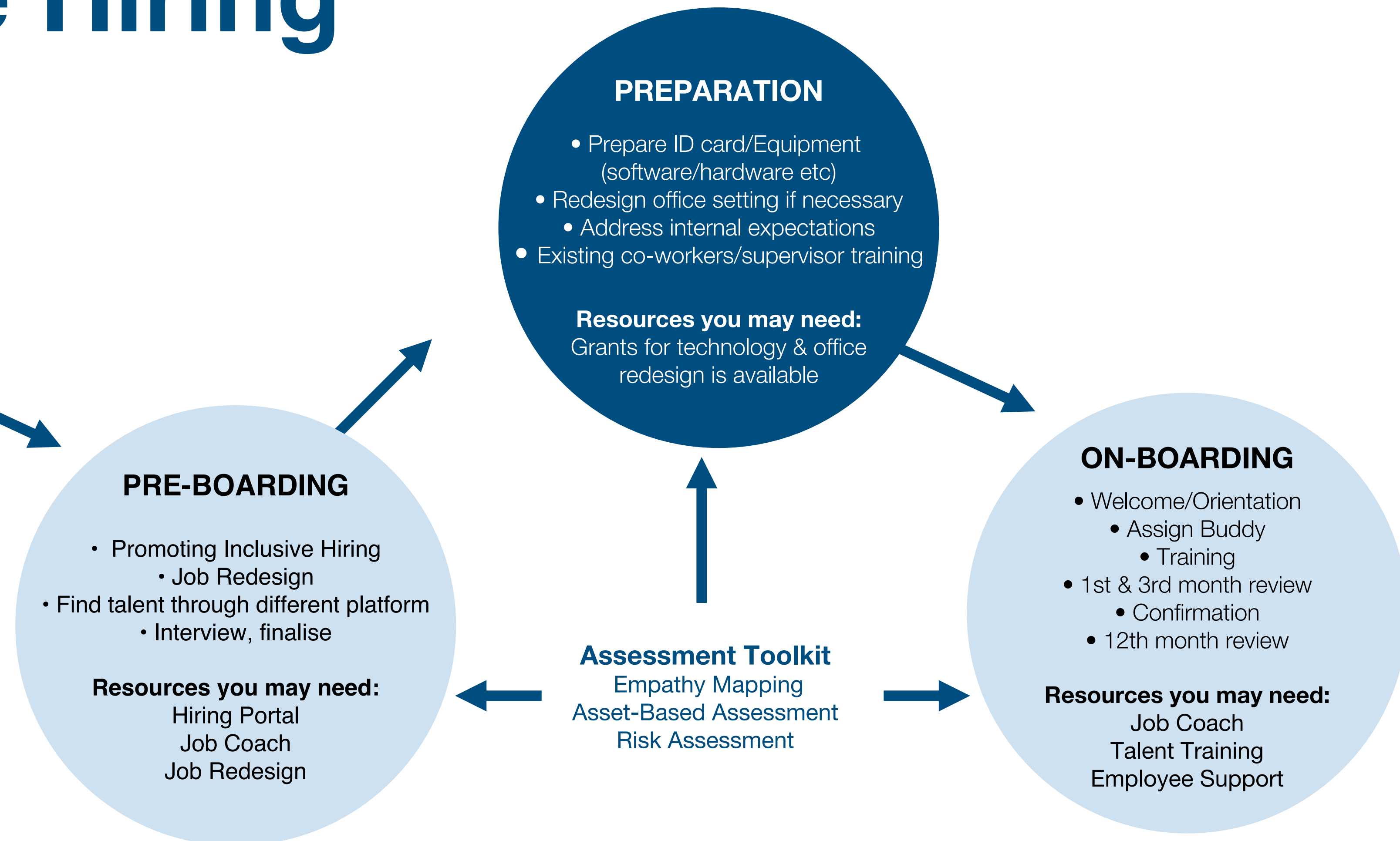Risk Assessment

PART
3

The Inclusive Hiring Process

This part provides an overview of the entire Inclusive Hiring Process. It is **especially beneficial for the Human Resource and Hiring Manager** to understand the process in order to **kickstart or adapt it to their current hiring practice**.

The
Inclusive Hiring Process

ORGANISATION

PREPARATION

- Prepare ID card/Equipment (software/hardware etc)
- Redesign office setting if necessary
- Address internal expectations
- Existing co-workers/supervisor training

Resources you may need:
Grants for technology & office redesign is available

PRE-BOARDING

- Promoting Inclusive Hiring
- Job Redesign
- Find talent through different platform
- Interview, finalise

Resources you may need:
Hiring Portal
Job Coach
Job Redesign

ON-BOARDING

- Welcome/Orientation
- Assign Buddy
- Training
- 1st & 3rd month review
- Confirmation
- 12th month review

Resources you may need:
Job Coach
Talent Training
Employee Support

Assessment Toolkit
Empathy Mapping
Asset-Based Assessment
Risk Assessment

refer to Resource Path Finder for the resources you may need

Case Study:
Genashtim Innovative Learning Pte Ltd

Case Study: Genashtim Innovative Learning Pte Ltd
Transforming inspiration into action

As of January 2022, Genashtim have **150 employees** spread all over **20 countries** on **6 continents**.
More than half of them are persons with disabilities, with another **30% from other disadvantaged groups.**

Employees	PWDs	Countries	Continents	Disadvantaged Groups
150	**> 50%**	**20**	**6**	**30%**

Genashtim's mission is to leverage **technology and the Internet** to develop and connect **marginalised communities** to **global economy.**

Their goal is to provide **sustainable, meaningful and gainful employment** for the disadvantaged, especially for those from less-developed economies.

Reference: https://genashtim.com/

Awards
- Certified a B Corp in 2015
- Abled Online Bags First Prize in Tokyo 2010
- Inaugural Brands For Good in Singapore - Champion for Diversity and Inclusivity and Distinction, Leadership For Good 2020
- ESCAP-Sasakawa Award Winners Announced
- Promoters For The New Asia And Pacific Decade
- Forum-In-Business Award Winner During The Ypo Innovation
- Asia Pacific Social Innovation Partnership Award 2021
- B Corp, "Best for the World" in 2021

Clients
Microsoft, ABB, idsMed, BCIAsia, McDonalds, Google, Herbalife, Linde, Jollibee, DHL and Holiday Inn, and institutions like the Ministries of Education, HR, and Finance, and Taylor's University in Malaysia, and the Singapore Business Federation, SSG, WSG, Singapore Tax Academy, Singapore Public Utility Board, and the Civil Service College in Singapore.

Case Study: Genashtim's Roadmap

Challenges

genashtim
empowering people, enabling business

There are many factors and considerations throughout the hiring process. The section below highlights **3 key challenges** a Hiring Manager at Genashtim faces when looking at enhancing their Inclusive Hiring Process.
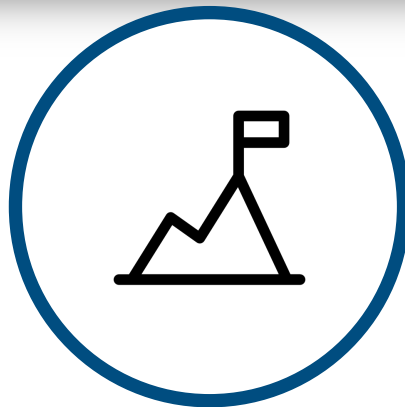
Genashtim's mission is to leverage **technology and the Internet** to develop and connect **marginalised communities** to **global economy.**

Their goal is to provide **sustainable, meaningful and gainful employment** for the disadvantaged, especially for those from less-developed economies.

Challenge 1

From his years of experience conducting interviews with people of diverse needs, he observes that people with diverse needs are **not entirely transparent about their existing condition.**

He also often has **difficulty assessing their attitudes** towards learning.

Challenge 2

Many people with diverse needs who are being interviewed are **fresh graduates with little or no prior experience**. As a result, it takes a lot of time and effort to start from zero to nurture these talents.

Challenge 3

Many people with diverse needs tend to **undermine their own capabilities and skills** due to their respective background. Therefore, the probability of a job mismatch is often high.

Building an Inclusive Workplace

Case Study: Genashtim's Roadmap
Transforming inspiration into action

Mission, Vision and Core Values

Culture Analysis

Goals

Mission
To leverage technology and the Internet to develop and connect marginalised communities to the global economy

Vision
Empowering People, Enabling Business

Core Values
- Global Mindset
- Agility
- Integrity
- Accountability

- Openness within Leadership
- Observe team interactions
- Employees are free to express their feelings
- Everyone is treated with respect and fairness
- Emphasise on employee engagement
- Practice responsibility and accountability

- Offer support for all their staff (emotional or other needs)
- Make sure each staff are kept competent in their job
- Offer job opportunities to all staff based on their strength

Building an Inclusive Workplace

Case Study: Genashtim's Roadmap

Transforming inspiration into action
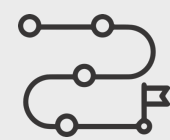
Strategies

- Work-life integration, provide flexible working hours for all staff
- Medical subsidy benefits for independent contractors
- Offer internships/management trainees
- Vacant positions to be filled by internal talents
- Assessing staff based on their career aspirations, overall strengths and development needs
- (Coming soon) implementing Take Some Policy in place of paid time off.
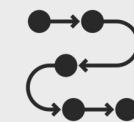
Action Steps and Implementation

- Define what Diversity and Inclusion means for Genashtim
- Detailed inclusive job description to communicate role and expectations
- Communicate to all staff and share the company's vision, mission and core values
- Make inclusion as part of the role of Talent Acquisition and Employer Branding
- Provides staff with vertical and horizontal career opportunities such as job rotation or enhanced roles
- Ensure that the career page on Genashtim's website reflect Genashtim's inclusive hiring position as part of its employer brand.

Monitoring, Evaluating and Refocusing

- Weekly meetings: management, departments, etc
- Quarterly Town Halls
- CEO/Founder video messages on company's performance
- People Managers, regular 1:1 meeting with their team on progress and performance, staff welfare
- Teams chat group for updates and touch-base meetings
- Staff engagement via G-TRIBES meeting - once a month. Purpose to help staff feel more connected to the company and foster relationships across departments. Tribal meetings are strictly confidential, meetings not recorded, and members can speak freely and openly.

Case Study: Genashtim's Roadmap

Transforming inspiration into action

Application

The following pages will further illustrate how Genashtim's Hiring Manager uses the 3 tools to enhance their Inclusive Hiring process.

genashtim
empowering people, enabling business

Genashtim's mission is to leverage **technology and the Internet** to develop and connect **marginalised communities** to **global economy.**

Their goal is to provide **sustainable, meaningful and gainful employment** for the disadvantaged, especially for those from less-developed economies.

Empathy Mapping

It is important for talents to be **open and transparent** about their condition.

It is essential to understand their **attitudes towards learning,** their **willingness to adapt and change**.

It is equally important to observe their **soft skills** compared to their technical skills, i.e., how they conduct themselves, how confident they are.

Risk Assessment

Conduct **routine reviews and assessments** with the main committee and people working alongside the talent for feedback regarding their attitude and ability to perform and complete their job.

Asset - Based Skill Matching

During the interview, it is important to ask questions that **focus more on their strengths** and how they can contribute rather than their limitations.

This includes asking them to **highlight qualities they are proud of** and factors that differentiate them from the rest.

Case Study: Genashtim's Insights
Transforming inspiration into action

Top 3 Insights

First Insight

Second insight

Third Insight

Genashtim's mission is to leverage **technology and the Internet** to develop and connect **marginalised communities** to **global economy.**

Their goal is to provide **sustainable, meaningful and gainful employment** for the disadvantaged, especially for those from less-developed economies.

Have a support group to provide ready technical assistance 24x7

Establish a Buddy System for new hires and newly promoted team members to provide the necessary support and ease them into the workplace.

External counsellor for staff members to discuss personal matters

Empathy Mapping
TOOL

Background: This Empathy Map takes on the perspective of Genashtim's Hiring Manager, who is looking to hire an Inclusive Talent after the interview.

Still willing to try out and give them a chance by interviewing them

Ask them to share about the qualities that sets them apart from the rest

Ask thought-provoking questions that encourages talents to share more on what they can contribute

Ask them about their condition instead of judging based on self-knowledge

Say & Do?

Many talents are not transparent and open about their condition

many talents are not confident during their interview

Hear?

See?

Hiring Manager

Observe how interviewees present themselves – the way they carry themselves, their tone, their body language

talents talk about their limitations more than their strengths

Think & Feel?

Difficult to understand their attitudes towards learning

they underestimate their capability

uncertain if this talent can work long term

Pain

they need more time to grow
difficult to change their mindset

Gain

retain talent
better company culture
improve brand reputation
open more opportunities & impact

Step 1. Identify your key stakeholders: What are your target audience's characteristics, behaviours, and needs?

Step 2. Understand individual stakeholders: Use qualitative and quantitative techniques to gather information about this stakeholder, such as individual and group interview, participant-observation, survey, and creative information gathering techniques. What do they see and hear, say and do? What do they think and feel? What negative outcomes do they fear? What are their daily frustrations or annoyances? What tasks are they trying to accomplish, to achieve what goals? What barriers prevent them from accessing a benefit already available to them?

Step 3. Develop an empathy map that reflects the range of experiences of those stakeholders: After your team has engaged with this community, collaboratively complete this Empathy Map, with data in hand.

Asset-Based Assessment of Organisation

T O O L

Identifying the asset of the organisation is a **process of affirmation and discovery** that are often incredibly empowering. The following steps illustrate how your organisation can conduct the Asset-Based Assessment:

1. Identify which assets, in general, might be useful to meet Inclusive Hiring goals.

2. Consider **how these assets link or support Inclusive Hiring**.

3. Decide if more in-depth first-hand assessment of assets would be helpful and important.

4. Decide on the **method of asset identification**, e.g. survey, interviews, group session, etc.

Organisation

Date: _____

What are the types of asset does an organisation typically possess?	What assets should we try to develop within our organisation?	What assets could we link to our Inclusive Hiring goals?	Do we need more in-depth assessments of organisation assets? If so, how could we go about doing this?
– Vision, Mission and Core Value, – Network – Finance – Culture	HR policies (work–life balance etc) – flexible working hours Weekly employee engagement activities to provide support within the Department	Access to funding (grant) or sponsorship	Explore Technological support (software/hardware)

Risk Assessment

T O O L

Example

Background: This Risk Assessment takes on the perspective of **Genashtim's Hiring Manager, looking to enhance their Inclusive Hiring process.**

Genashtim's Example

Risk	Type	Magnitude	Likelihood	Response
Time consuming: a longer learning process for talent	Financial /Internal	6	7	need to be more transparent with the expectation
Slower growth within the team	Financial /Internal	7	7	understand the condition of the Talent to better facilitate their work and growth in the team
No conviction from the whole team reflects negatively on the Organisation's reputation	Social /Organisation's image	7	7	gaining full support of the management
Potential dispute which may lead to terminations	Financial / Social / Organisation image	7	7	records of communication (eg. voice recording) as reference to dispute
Peer-to-peer working relationship: favouritism, conflict, end up being isolated	Internal / People	7	8	coaching, explore the best support for them

Step 1:
Identify and label the potential risks

Time: 10 Minutes

Think about the organisation culture or Inclusive Hiring you wish to promote. List 4-7 things that can go wrong. These will be your potential risks. Then, fill out the following information for each risk you have identified:

Type: is it financial, social, political, environmental, people, etc?

Magnitude: Using a scale of 1-10, is this of low (1) or high (10) consequence?

Likelihood: Using a scale of 1-10, are the chances low (1) or high (10) of this happening?

Response: What could be done to mitigate or respond to the risk?

Risk Assessment

Risk Assessment

TOOL

Example

Background: This Risk Assessment takes on the perspective of **Genashtim's Hiring Manager, looking to enhance their Inclusive Hiring process.**

Likelihood

Low | High

Minor

Magnitude

Major

Time consuming:
a lot of testing

Ignorable Risks
Risks that can be
safely ignored

Insurable Risks
Risks that can be mitigated
through insurance

Potential legal dispute if
there are any terminations

Slower growth within the team

Peer-to-peer working
relationship: favouritism,
conflict, end up being isolated

Nuisance Risks
Risks that can be mitigated through
changes in behaviour

Company Killers
Risks to actively identify,
monitor and mitigate

Organisation reputation
is at risk if no
conviction from the
whole team

Step 2:
Manage your Risks

Time: 10 Minutes

Now it's time to manage your risks! How do you address them and move forward?

Map each of your risks (from the previous table) to this table, based on their magnitude and likelihood.

At the end of this assessment, you will be equipped with a sound or good understanding of the steps you need to take in order to protect and move your idea forward.

ANNEX

Creating an organisation roadmap to achieve its preferred future of having an inclusive workplace

Transforming inspiration into action

Vision, Mission and Core Values

Vision
A vision is clear image of what you want your organisation to look like. It is a vivid description of what you want your organisation to be, without its current barriers, unconfined by your past and tied to what you value.

Mission
Mission is a set of values, beliefs, and norms of behaviour shared by its (an organisation) members that influences employee preferences and behaviours toward strategic intent.

Core Values
The fundamental moral and ethical beliefs that an organisation share. They describe what an organisation considers to be important.

Culture Analysis

An organisation's culture defines the way an organisation behaves. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviours and understanding.

When you assess your organisational culture, you will be looking at the values, beliefs, and behaviours of leaders and employees.

Culture Analysis should:

· Gauge openness within leadership
· Observe team interactions
· Look at attitudes/behaviours of employee within the organisation
· Assess respect/fairness
· Evaluate change/adaptability - do we embrace change?
· Assess teamwork
· Check levels of employee engagement
· Evaluate responsibility/accountability
· Assess decision-making

Goals & Strategies

Are broad statements of intent that directs effort towards accomplishing the organisation's vision, while aligning with organisation's core values.

Goals are the start at closing the gap between where the organisation is at today (Culture Analysis) and their vision statement. They are the first step, the foundation, the starting point in the journey toward vision.

Example:

To have 2 Inclusive Culture events per year within the organisation.
· Measurable
· Incremental steps towards the accomplishment of a goal
· Built on existing strengths
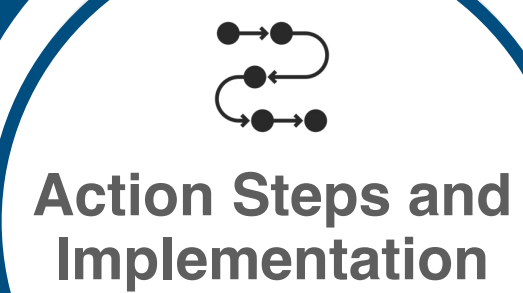· Manage or minimise weakness
· Take advantage of assets

Building an Inclusive Workplace

Creating an organisation roadmap to achieve its preferred future of having an inclusive workplace

Transforming inspiration into action

Goals & Strategies

Explain how to do it (goals). Together, objectives and strategies explain the **What**, **When** and **How** for the organisation.

- Usually require a long term commitment
- Add clarity to the objectives
- Assign, allocate, redirect, and/or leverage resources
- May need to abandon an old programme and begin a new one
- Build on strengths
- Are based on creative thinking and assessing the best options
- Are based on realistic assessment of the resources available
- Are broad in nature

Action Steps and Implementation

Action steps are individual tasks that the organisation undertakes to accomplish strategies. They define the task, who will be responsible for it, when it will be accomplished and what resources are required.

Action Steps

- Define a specific task of block of tasks
- Are tied to a completion date
- Define who is responsible
- Are usually sequenced
- Are complementary with actions from other strategies
- Define deployment of resources

Monitoring, Evaluating and Refocusing

- Establishing evaluation criteria (key success criteria)
- Creating feedback mechanisms
- Adjusting the action plans on an ongoing basis
- Maintaining interest and support
- Providing mechanisms for ongoing input and contributions

Resource Path Finder

This is a consolidated page of resources for Inclusive Hiring.
You may use the activity worksheet on the next page to select the resources that best suit your organisation's needs and goals.

Organisation Inclusive Hiring Journey

Tools

Empathy Mapping

Asset-Based Assessment

Risk Assessment

Organisation Self Assessment and Alignment Tool

Self Assessment Organisation Inclusive Workplace Roadmap

Job Redesign

Hotel job redesign inspiration

Job redesign for different sectors

Technology Infrastructure

Specialised Assistive Technology Centre by SPD

Fund for PWDs to obtain assistive technology devices (thus, companies need not bear the cost)

Training and Placement For The Talents

Trampolene - training, technology services

Bettr Barista/ Bettr Lives - various group

Tribe - Youth at risk

MDAS - PWDs

SACS - Persons recovery of mental health

Hey Sprouts - people with special needs

Diligent Ant - training, mentorship and technology for PWDs, persons from low income background and youth-at-risk

Hide & Seek - training for corporate leaders on inclusive hiring

ISCOS - Ex-offenders

Employment & Employability Learning Institute

Grant

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Employment & Employability Learning Institute

Senior Employees Grant
Workpro Scheme

Disabilities Employees Grant
Open Door Programme Grant

Wages offset for hiring
(Seniors/ PWDs/ Ex-Offenders)
Jobs Growth Incentive

Grant for short-term trial prior to formal employment

Senior Worker Early Adopter Grant and Part-time Re-employment Grant

One stop portal for organisations to find and apply for grants available

Where can I find Inclusive Talents?

Organisations that offer disability related services

Assisted Employment (AE) Programme

Ex-offenders Employment

Mild Intellectual Disabilities Employment

Women from all backgrounds Employment

FindJobs

FindSGJobs

Disability Employment Portal by SG Enable

YRSG Employment Portal

inclus

Training Support for Co-workers

Tips for interacting with person with Autism Spectrum Disorder (ASD)

Inclus programmes to support employers

Comprehensive and Structured training framework for employers

Self-advocacy and how best to navigate the disability support sector in Singapore by DPA

Caption Cube – Inclusive Communications Support

Job Coach

Hi-Job! – Job Placement / Job Support Programme (MINDS provides a team of experienced job coaches)

Job retention support by Yellow Ribbon SG

Building an Inclusive Workplace

Please refer to NCSS navigator for a complete list of Social Service Agencies

Contributors to this toolkit

Organisations	Type
Architects of Life	Social Enterprise
Bettr Barista	Social Enterprise
BoxGreen	Social Enterprise
BP	MNC
BT Singapore Pte Ltd	SME / MNC
Chatsworth Medi@rt Academy Pte Ltd	SME
Chemistry	SME
Digital Prizm	SME
Flour Power	Social Enterprise
Genashtim Innovative Learning Pte Ltd	Social Enterprise
H.A.M Creations Pte Ltd	SME
HSBC	MNC
Imperium Solutions	SME
Palo I.T	SME / MNC
Singapore Kindness Movement	SSA
Solutions To End Poverty	SSA
Standard Chartered Bank	MNC
The Ascott Singapore	SME
The Nutgraf	SME
The Regent Singapore	SME / MNC
Yakun International Pte Ltd	SME

Inclusive Talents

PWDs

Ex-offenders

Section 3.
Tools for Inclusive Hiring

These tools are curated to help empower organisations to create an inclusive workplace through dignified employment.

EMPATHY MAPPING

TOOL #1

Putting your beneficiary or another key stakeholder at the center by developing an understanding of their perspective.

ASSET-BASED ASSESSMENT

TOOL #2

Focusing on the asset (what's strong) to align employment arrangement and performance.

RISK ASSESSMENT

TOOL #3

Understanding the potential risk(s) and how best to manage them.

EMPATHY MAPPING

T O O L #1

Developing an understanding of the perspectives
of various key stakeholders

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Overview
How can this tool help you?

The Empathy Map allows you to **better understand the perspectives of key stakeholders**, and **identify knowledge gaps** to be further addressed through research, observation, and engagement with the targeted individual.

By using this tool, you will be able to answer the following questions:

Perception:
What does the individual perceive about the world around him/her?

Action:
How does the individual act? What are his/her behaviours, responses and reactions?

Feel:
How does the individual feel? What are underlying emotions?

Goal:
What is the individual trying to achieve?

Overview

Who should be involved?

Management	Human Resource	Hiring Manager	Co-Workers	Talent

When should you use this tool?

You can use this tool at any point of time during the Inclusive Hiring process. Some instances include:
1. Pre-boarding stage (prior or during the interview)
2. Preparation stage
3. On-boarding stage (to address stakeholders concerns)

How long would it take to complete?

About 20 minutes

Empathy Mapping
T O O L

Best practice: It is a matter of justice and efficiency that the each stakeholder does good research throughout the Inclusive Hiring process.

Information gathering is an inherently extractive activity that may distract stakeholders from their daily lives, routines, and professional obligations, so every effort should be made to ensure minimal disruption to the each stakeholder's schedule and daily activities.

Say & Do?

Hear?

See?

Think & Feel?

Pain

Gain

NOTE: *To obtain an example on how the Empathy Mapping tool is used, refer to Section 2 case study, page 34*

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ASSET-BASED ASSESSMENT

T O O L #2

Focusing on the assets to align employment arrangement and performance

Overview

How can this tool help you?

Asset-Based Assessment is a **methodology or an approach towards identifying the assets of the organisation** - the strengths, and potentials.

The underlying principle is that the solutions or answers can be found within an organisation's own assets which support the Inclusive Hiring process.

.

Who should be involved?

| Management | Human Resource | Hiring Manager |

When should you use this tool?

You can use this tool at any point of time in the Inclusive Hiring process. Some instances include:
1. Talent selection
2. Job redesign

How long would it take to complete?

About 25 minutes

Asset-Based Assessment of Organisation
T O O L

Identifying the asset of the Organisation is a **process of affirmation and discovery** that are often incredibly empowering. The following steps illustrate how your organisation can conduct the Asset-Based Assessment:

1. Identify which assets, in general, might be useful to meet Inclusive Hiring goals.

2. Consider **how these assets link or support Inclusive Hiring**.

3. Decide if more in-depth first-hand assessment of assets would be helpful and important.

4. Decide on the **method of asset identification**, e.g. survey, interviews, group session, etc.

Organisation

Date: _____

What are the types of asset does an organisation typically possess?	What assets should we try to develop within our organisation?	What assets could we link to our Inclusive Hiring goals?	Do we need more in-depth assessments of organisation assets? If so, how could we go about doing this?

NOTE: *To obtain an example of how Asset-Based Assessment tool is used, refer to Section 2 case study, page 35*

Asset-Based Assessment of Management / Hiring Manager

T O O L

Identifying the assets of the Management / Hiring Manager is a **process of affirmation and discovery** that are often incredibly empowering. The following steps illustrate how your organisation can conduct the Asset-Based Assessment:

1. Identify which assets, in general, might be useful to meet Inclusive Hiring goals.

2. Consider **how these assets link or support Inclusive Hiring**.

3. Decide if more in-depth first-hand assessment of assets would be helpful and important.

4. Decide on the **method of asset identification**, e.g. survey, interviews, group session, etc.

Asset-Based Assessment

Management / Hiring Manager

Date: _____

What are the types of assets the Management/Hiring Manager may have?	What assets should we try to develop?	What assets could we link to our Inclusive Hiring goals?	Do we need more in-depth assessments of department's assets? If so, how could we go about doing this?

Asset-Based Assessment of Talent
T O O L

Identifying the assets of the Talent is a **process of affirmation and discovery** that are often incredibly empowering. The following steps illustrate how your organisation can conduct the Asset-Based Assessment:

1. Identify which assets, in general, might be useful to meet Inclusive Hiring goals.

2. Consider **how these assets link or support Inclusive Hiring**.

3. Decide if more in-depth first-hand assessment of assets would be helpful and important.

4. Decide on the **method of asset identification**, e.g. survey, interviews, group session, etc.

Talent

Date: _____

What are the types of assets a Talent typically possess?	What assets should we try to develop?	What assets could we link to our Inclusive Hiring goals?	Do we need more in-depth assessments of their assets? If so, how could we go about doing this?

Leveraging on external assets to promote Inclusive Culture

Other associations, organisations/institutions have the **ability to bring people together for collective action** (**accumulation of assets**) and they serve as **useful resources** for any organisation.

The following steps illustrate how your organisation can leverage on external organisational/institutional assets:

1. **Form a committee, community forum, bulletin to create this inventory.**

2. Generate **a list of associations, organisations/ institutions** for the organisation to consider. Associations are informal, voluntary groups that bring people together to pursue shared interests. An organisation/institution can be a formal government entity, private business or non-profit organisation with paid staff. To identify such organisations, start by **polling the existing knowledge of your organisation** and then extend it by reviewing telephone or other directories.

3. Consider ways in which your organisation can leverage on these external assets to achieve an Inclusive Culture within your organisation as you continue to create the list.

Apart from associations, organisations/institutions, your organisation may leverage on **public capital**. The table on the right shows an example of how your organisation can leverage on public capital (e.g. volunteers) to achieve an Inclusive Culture.

The content of the following tables illustrates how an organisation can leverage on external assets to inculcate an Inclusive Culture.

Examples of Associations, Organisations/Institutions

** Refer to Resource Path Finder for a comprehensive list of providers.

NOTE: *To obtain a comprehensive list, refer to page 14 for details of each organisation and their cause*

How can we leverage on public capital?

For instance, your organisation may intend to start inculcating Inclusive Culture by conducting CSR initiatives with individuals with diverse needs. These initiatives may require the public support and capital in the form of volunteers. Volunteers from all walks of life with different backgrounds may possess different attributes and insights from their experiences with people with diverse needs. As such, these public capital may be essential assets that your organisation can tap on.

Resource Assessment of Organisation

The resources within an organisation can be grouped into **internal assets and external assets**. Organisations may overlook, underutilise or neglect their internal assets, resulting in them not maximising the assets' potential. External assets comprises of natural (**environmental assets**) and human-made physical structures and resources (**physical assets**).

The first step is to create an inventory of these assets using the following steps:

1. Identify and consider the types of environmental and physical assets (eg. a ramp for wheelchair use, covered walkway).

2. Consider **possible links and ways to close the gap** between these assets and Inclusive Hiring.
   - Identify how certain resources are used in favour of employing a talent from the marginalised community (e.g. install grab bars)
   - These resources can be identified by department managers, co-workers or individuals through survey, discussion or brainstorming

3. Organise your findings.

4. Mobilise environmental assets.

The content of the following tables help to identify the internal potential assets within the organisation and external assets exposed to the organisation.

Internal

Potential Assets within the Organisation	
eg:	
People with Time, Interests, Skills, etc.	Equipment
Expertise	Programs
Space	Services
Facilities	Financial Resources
Materials	
Technology Assets	

External

Environmental and Physical Assets	Possible Applications for Community Development
eg:	eg:
Organisation is located in centralised location	Easy to find the way
Public transport	Multiple way of transport is available
Handicap pathways	Easy to go office
Office setting	Flexibility in changing of tables & chairs location
Technology Assets	

RISK ASSESSMENT

T O O L #3

Understanding the potential risk(s) and how best to manage them

Overview

How can this tool help you?

The risk assessment will help you **identify gaps and highlight the risks** you need to focus on in order to avoid wasting time and resources.

It helps you to **refine your Inclusive Hiring process** to ensure that you proceed in an informed, prepared, and confident manner.

By using this tool, you will be answering the following questions:
1. What could go wrong or what could you lose?
2. What is the likelihood this negative outcome will occur?
3. What are the consequences if it does?
4. What can be done to prevent or mitigate this negative outcome?

Overview

Who should be involved?

| Management | Human Resource | Hiring Manager |

When should you use this tool?

You can use this tool at any point of time in the Inclusive Hiring process. Some instances include:
1. During the design of Inclusive Hiring process and/or policies
2. Job redesign - cost vs benefit

How long would it take to complete?

About 25 minutes

Risk Assessment

Risk Assessment
T O O L

Risk	Type	Magnitude	Likelihood	Response

**Step 1:
Identify and label
the potential risks**

Time: 10 Minutes

Think about the organisation culture or Inclusive Hiring you wish to promote. List 4-7 things that can go wrong. These will be your potential risks. Then, fill out the following information for each risk you have identified:

Type: Categorise the type of risk, eg. Is it financial, social, political, environmental, people, etc?

Magnitude: Using a scale of 1-10, is this of low (1) or high (10) consequence?

Likelihood: Using a scale of 1-10, are the chances low (1) or high (10) of this happening?

Response: What could be done to mitigate or respond to the risk?

Risk
Assessment
T O O L

Likelihood

Low | High

Magnitude

Minor

Major

Ignorable Risks
Risks that can be
safely ignored

Nuisance Risks
Risks that can be mitigated through
changes in behaviour

Insurable Risks
Risks that can be mitigated
through insurance

Company Killers
Risks to actively identify,
monitor and mitigate

NOTE: *To understand how this Risk Assessment tool is used, refer to Section B case study, page 37*

Risk Assessment

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