







*Better Jobs For Life*  
*Employment and Employability Institute*

# Employment Facilitation

Understanding how e2i can support your employees' career transition



# Table of Contents

-  1 Overview of e2i
-  2 What to take note of when communicating the news
-  3 What support can I offer as a responsible employer?
-  4 How e2i can assist you and your affected employees



# NTUC's e2i is here to support

- Incorporated in 2007, e2i is a tripartite **initiative of the National Trades Union Congress (NTUC)**, supported by the Singapore National Employers Federation (SNEF) and the Singapore Labour Foundation (SLF), in strong partnership with Workforce Singapore (WSG) and SkillsFuture Singapore (SSG).
- **Mission:** To create better jobs for better lives
- **Vision:** To be the leading organisation to create better solutions for better employment and employability



# e2i helps jobseekers and employers towards better jobs for better lives



## WORKERS

*Make every worker a better worker*

Job Matching

Career Guidance

Skills Upgrading

e2i connects with WORKERS to offer JOB SECURITY through Job Matching, Career Guidance and Skills Upgrading services

e2i partners EMPLOYERS to address their MANPOWER needs through Recruitment, Training and Job Redesign solutions to create better jobs for Singaporeans

## EMPLOYERS

*Make every job a better job*

Recruitment

Training

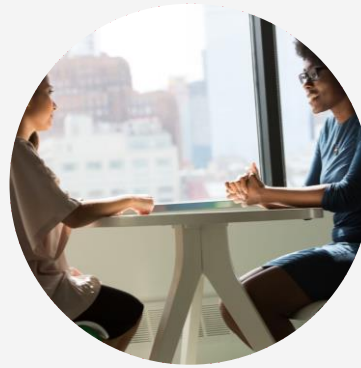
Job Redesign

# Breaking the difficult news



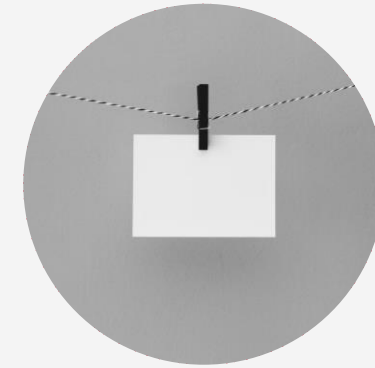
## Develop a clear communication strategy

Have a clear and consistent message based on the business rationale for this change. Deliver the news in a sensitive and respectful manner.



## Inform the affected employees personally

Rather than letting them learn about it from others or the media, it would be good if you can let them know beforehand. It will allow them to process the news better and give them time to evaluate the situation. This should be done in person unless impractical to do so.



## Keep it simple and be honest

Be concise and stick to the facts. Be transparent and explain to the employee why he/she is getting laid off. It is important to let them know that the lay-off is not a reflection of their performance or the company's impression of them.

# Breaking the difficult news



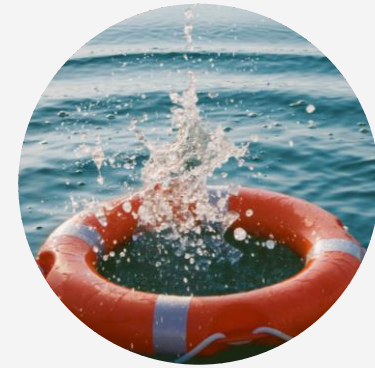
## Listen and be compassionate

Respect how difficult it may be for the affected employee, especially if they have been with the organization for many years. Prepare for various scenarios and respond with compassion and empathy as much as possible.



## Be visible and supportive

Keep your door open and make yourself available if employees have questions and grievances. Listen to their concerns and don't be afraid to admit that you don't have an immediate answer. Saying, "I don't know but I will find out for you as soon as possible" will make them feel better.



## Provide individuals with resources or assistance

Inform employees of the assistance that will be offered to them. Work closely with the NTUC's e2i and/or unions to provide career coaching services, employability workshops or placement programmes for the affected employees.

# Breaking the difficult news

It will be a difficult period for the affected employees, who may experience a range of emotions – from shock, to denial, or even anger. Be sensitive by validating and acknowledging their reactions or opinions. If the conversation starts to get uncomfortable, the ‘broken record’ technique may be useful to handle more difficult situations.

**There are things you should NOT say, as they can be perceived as insensitive:**

- ‘We think that the compensation is pretty generous.’
- ‘It’s not the end of the world.’
- ‘You’ll find something else.’
- ‘Don’t worry, you are not the only one being made redundant.’
- ‘You might find this is the best thing that ever happened to you.’
- ‘Now you can do what you like.’



## What support can I offer as a responsible employer?

A responsible employer will do their best to ensure all other options are considered. Retrenchment is only done as a last resort and employers should help employees to transit quickly to their next employment.

How an organization decides to manage excess manpower reflects how they view their people, and this will have a lasting effect on both existing employees and future recruitment.





# What support can I offer as a responsible employer?

*When planning for any restructuring or manpower changes...*

- **Get help early** on government assistance schemes that can support your restructuring exercise. When faced with excess manpower, other feasible options such as **reskilling, training and redeployment opportunities** should first be considered. Reskilling at-risk employees and redesigning jobs also help to strengthen workforce resilience.

- **Inform MOM** before carrying out any retrenchment exercise. An early notification would enable agencies such as NTUC's e2i and WSG to provide timely career assistance to your employees.
- For unionised companies, the relevant **union(s) should be notified early**, before the affected employees are notified. Where it is provided in the collective agreement, the norm is one month before notifying the employees.

- **Engage outplacement support and employability services** for your employees to help with their job search. If company is unionised, approach the respective union representatives for support.

Refer to [MOM's website](#) and the [Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment](#) for more info.

# What support can I offer as a responsible employer?

## When informing employees...

- **Communication and support are important.** When delivering the news, have HR personnel and union representatives (for unionized companies) available on-site to address concerns from impacted employees. Maintain an open communication channel for further questions that may arise.

- **Offer a fair package.** The prevailing norm is to pay a retrenchment benefit of between 2 weeks and 1 month salary per year of service, depending on the company's financial position and industry. In unionised companies where the amount of retrenchment benefit is stated in the collective agreement, the norm is 1 month's salary for each year of service.

- Consider having a **longer notice period** (beyond contractual or statutory requirements) where possible, to allow employees time to make alternative arrangements.
- Providing a **letter of performance** and **connecting them with your network** would greatly help employees with finding a new job.

Refer to [MOM's website](#) and the [Tripartite Advisory on Managing Excess Manpower and Responsible Retrenchment](#) for more info. You may also refer to the notice period schedule on [MOM's website](#) as a minimum requirement.

## e2i offers **Career Assistance** for transitioning jobseekers

- ▶ Career advisory & coaching
- ▶ Career preparatory workshops
- ▶ Career fairs & employment events
- ▶ Work closely with hiring companies on job referrals

Our officers will advise suitable arrangements based on group size and lead time.

# Career advisory & coaching

Our career coaches can support jobseekers in gaining better clarity and awareness in their career journey, and to understand the employment and training landscape.

e2i can work with you to help affected employees identify and prepare for their next career move.

- On-site (at company premises) or virtual briefing for employees
  - ✓ What are the next steps they can take
  - ✓ e2i's career resources that they can tap on (incl. upcoming fairs)
- For smaller groups, e2i can assign a career coach to reach out to them directly. If employees are keen to receive e2i's support, we will work with you to gather their profiles and seek consent.





# Career Preparatory Workshops

Our employability workshops are designed to refresh and improve jobseekers' job search, resume writing and interview skills. e2i can work with you to arrange a suitable date for employees to attend this 1-day workshop.



A platform for PMETs to build confidence and resilience as they evaluate and strategize job search strategies, in the face of economic uncertainties and new expectations.

- ✓ Growth mindset and agility
- ✓ Embracing self and recognize strengths
- ✓ Networking and job search strategies
- ✓ Resume writing
- ✓ Interview techniques

This workshop is designed to equip non-PMETs with necessary skills to enhance their employability, manage change and be adaptable in today's volatile economic conditions.

- ✓ Growth mindset
- ✓ Labor market information
- ✓ Options forward
- ✓ Resume writing
- ✓ Interview skills
- ✓ Hands-on Job Application

# Career Preparatory Workshops

e2i also organizes other workshops – jobseekers can sign up at <https://e2i.com.sg/events/>.

**WIN THE SEARCH**

**Stand out from the crowd with a stellar resume**

Learn to customise your resume effectively and cast a wider net through commonly used job portals. With professional advice and one-to-one consultation, you can make the right moves to increase your chances of getting selected for interviews and pursue the job you desire.

**WIN THE INTERVIEW**

**Be your confident self at interviews**

Know the latest techniques to prepare yourself well for challenging questions at job interviews. Demonstrate your competencies effectively at every opportunity and develop the confidence to handle interviews with ease.

**WIN THE SALARY NEGOTIATION**

**Steer the negotiation towards your desired pay**

Bringing up salary is not taboo; you just need to know the right strategies. Learn how to articulate your competencies through role-playing, thereby creating a win-win situation for yourself and your potential employer.

# Career fairs & employment events

e2i regularly organizes career fairs with employers from various industries. We can share with employees on relevant career fairs and upcoming events to expand their employment opportunities.

For large groups of affected employees, e2i can organize an on-site career fair where they can have on-the-spot interviews with potential employers.



## Job referrals

As the programme manager of NTUC Job Security Council, e2i possesses collective information on releasing and hiring jobs and is better able to job-match workers efficiently.

Approaching e2i early and sharing the profiles of the affected employees will enable us to source for suitable jobs from hiring employers to share with employees.





# Contact Us

Connect with us to find out more on how e2i can provide career assistance to your employees, and also offer advisory to HR personnel as well.

## Employment and Employability Institute (e2i)

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Singapore Citizens

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**For unionized companies,  
please contact your Industrial  
Relations Officer from your  
union.**