

REPORT BY THE ENABLING MASTERPLAN 2030 TASKFORCE ON

PROMOTING INCLUSIVE EMPLOYMENT PRACTICES



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1. Foreword by Co-Chairpersons

1.1. The Taskforce on Promoting Inclusive Employment Practices (“Taskforce”) was formed to follow up on the goal set out in the Enabling Masterplan 2030 (EMP2030), under the area of Inclusive Employment, to raise the employment rate of resident persons with disabilities to 40% by 2030.

1.2. Employment is an important aspect of our lives. Aside from contributing towards our financial independence, employment boosts our sense of self-worth and confidence in our ability to earn an income, as well as contribute to the economy and society. This is no different for persons with disabilities. Participation in work activities, whether full-time, part-time or ad hoc, also provides an avenue for persons with disabilities to remain active and integrated within the community.

1.3. The Taskforce looked into ways to grow the number of inclusive employers and expand the range of alternative and supported employment models, in line with recommendations under EMP2030. These efforts would enable more persons with disabilities to enter the workforce and sustain employment.

1.4. Understanding the issues surrounding the employment of persons with disabilities, particularly from the perspective of three key stakeholders – employers, persons with disabilities and job coaches – was important to the development of targeted solutions. The Taskforce drew its insights from these stakeholders via focus group discussions and engagements, to develop its proposed three-pronged approach to boost the employment of persons with disabilities.

1.5. We thank members of the Taskforce for contributing their time, insights, ideas and feedback through the process of formulating and developing the five recommendations in the following chapters. We look forward to our continued partnership as we take the next steps to implement the recommendations, as well as to have more partners join us on this journey.

Ms Susan Chong

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2. Executive Summary

2.1. Under the Enabling Masterplan 2030 (EMP2030), which was launched in August 2022, an aspirational target was set to increase the employment rate of resident persons with disabilities to 40% by 2030. To achieve this target, a Taskforce was formed to develop alternative employment models for persons with disabilities, and study ways to increase the number of disability-inclusive employers in Singapore.

2.2. The Taskforce comprised 17 members from the people, private and public sectors, who contributed their unique perspectives on disability-inclusive employment (refer to [Annex A](#) for the full list of Taskforce members). In developing its recommendations, the Taskforce also considered the views and feedback from persons with disabilities, caregivers, employers and disability sector professionals, which were gathered via the Forward Singapore exercise.

2.3. The Taskforce proposed a three-pronged approach to boost the employment of persons with disabilities.

- a) Grow and Develop Capabilities of Inclusive Employers
- b) Expand Employment Opportunities for Persons with Disabilities
- c) Uplift Capabilities of Job Coaches

2.4. The Taskforce has developed five recommendations under this three-pronged approach (see [Table 1](#)). The Taskforce also proposes that these recommendations be implemented in six target sectors that either traditionally hire or have growing potential for job opportunities suitable for persons with disabilities. The six target sectors are: Food & Beverage (F&B) Services; Retail Trade; Information & Communications; Health & Social Services; Transport & Storage; and Financial & Insurance Services.

Table 1. Overview of Taskforce's Recommendations

(A) Grow and Develop Capabilities of Inclusive Employers	Recommendation 1 Leverage inclusive hiring champions in key sectors that employ persons with disabilities to engage and inspire others to hire inclusively
	Recommendation 2 Enhance support for employers to put in place inclusive hiring practices

<p>(B) Expand Employment Opportunities for Persons with Disabilities</p>	<p>Recommendation 3 Improve support for persons with disabilities in short-term assignments (i.e. “gig jobs”)</p>
<p>(C) Uplift Capabilities of Job Coaches</p>	<p>Recommendation 4 Support professional development of job coaches by articulating the competencies required (including baseline certification) and career pathways</p>
	<p>Recommendation 5 Refresh skillsets of job coaches to stay relevant and updated to curate, prepare and place persons with disabilities into in-demand roles.</p>

3. Overview

3.1. The average employment rate of resident persons with disabilities aged 15 to 64 increased steadily from 28.2% in the period of 2018/2019 when data on persons with disabilities was first collected, to 32.7% in 2022/2023¹.

3.2. Persons with disabilities have traditionally been employed in sectors such as F&B Services and Retail Trade. Special Education (SPED) schools also offer vocational tracks in these sectors to train students for employment opportunities in these sectors upon graduation.

3.3. The Taskforce recognises the need to grow inclusive job opportunities in both existing and emerging sectors to strengthen the employment strategy for persons with disabilities. By adopting a sectoral approach, jobs or functions suitable for persons with disabilities can be more systematically identified, re-designed, and readily replicated across companies within the sector. The sectoral approach also allows us to better anticipate changes and work with employers to enable persons with disabilities to take on new job tasks, even as some job tasks shrink or disappear due to market or technological changes.

3.4. The Taskforce has identified Information & Communications, Health & Social Services, Transport & Storage, and Financial & Insurance Services as new sectors that have the potential to hire more persons with disabilities. These sectors were amongst the top five sectors that contributed to the growth of Singapore's Gross Domestic Product (GDP) in 2023². As these sectors grow, persons with disabilities should be increasingly considered as a talent pool that employers can tap on.

3.5. These six sectors have been identified as target sectors based on employment data of persons with disabilities and SG Enable's insights and observations from working with persons with disabilities and social service agencies (SSAs) that provide them with employment support.

3.6. The Taskforce examined the current employment situation of persons with disabilities in relation to three key stakeholder groups – **employers**, **persons with disabilities**, and **job coaches**. The subsequent three chapters will delve deeper into the current state and gaps in relation to each stakeholder group and propose recommendations to address the identified gaps.

¹ Source: MOM's Comprehensive Labour Force Survey.

² Top five sectors that contributed to growth in real GDP in 2023 (in descending order): Other Services Industries, Information & Communications, Transport & Storage, Wholesale Trade and Finance & Insurance Services. Source: Economic Survey of Singapore 2023.

4. *Grow and Develop Capabilities of Inclusive Employers*

Current State

4.1. There has been continued effort over the years to promote inclusive hiring by raising awareness amongst employers, as well as engaging and providing support for employers to hire inclusively.

- a) Grants were first introduced under the Open Door Programme in 2014, to offset the cost of i) training for employers and staff without disabilities to acquire the knowledge and skills to hire, integrate, train and retain employees with disabilities; and ii) workplace modifications, job redesign and new equipment to support employees with disabilities. Between 2021 and 2023:
 - (i) Around 110 organisations have participated in training to learn skills on how to recruit and integrate persons with disabilities at their workplace per year on average.
 - (ii) 20 employers hiring 50 persons with disabilities benefitted from the Job Redesign Grant per year.
- b) In 2021, the Enabling Employment Credit (EEC) was introduced to provide wage offsets to employers of persons with disabilities³. EEC was enhanced in 2023 to strengthen the additional support that is provided to employers hiring locals with disabilities who have not been working for the past six months. In 2023, the EEC benefitted more than 10,000 Singapore residents with disabilities.
- c) The Enabling Mark was introduced in 2021, to benchmark and recognise organisations for their best practices and outcomes in disability-inclusive hiring. Currently, 143 organisations are accredited with the Enabling Mark⁴.
- d) The Place-and-Train (PnT) programme for persons with disabilities was introduced in 2021, to support employers to hire and train persons with disabilities on the job by providing wage support for up to one year. Through PnT, 148 employers have hired more than 370 persons with disabilities.

³ The EEC replaced the wage offsets for persons with disabilities under the Special Employment Credit, which were provided between 2012 and 2020.

⁴ Visit the [Enabling Mark website](#) for more information.

- e) More recently, the National Council of Social Service (NCSS) launched the Sustainable Philanthropy Framework, which spotlights socially responsible business practices such as inclusive hiring. The framework, metrics and playbook offer a practical guide to businesses/employers to encourage them to hire inclusively. They also provide support for employers to do so by partnering SG Enable to offer the necessary assistance to kick-start the process.

4.2. Inclusive employers benefit from access to an untapped talent pool when they hire persons with disabilities. A study⁵ commissioned by SG Enable – the focal agency for disability and inclusion in Singapore – found that employers experience business benefits from adopting disability-inclusive hiring practices. Benefits include purpose-driven employees; innovative and learning culture; simpler, digitally-enabled processes; and customer-centric thinking. (Details can be found in the full report at <https://www.sgenable.sg/docs/report.>)

4.3. Despite the benefits, inclusive hiring remains the exception today – only over 7,000 companies have hired persons with disabilities that are known to Government-supported disability services. Based on the Taskforce’s engagements with employers, many employers do not hire persons with disabilities because they are not aware of the benefits of inclusive hiring or have limited knowledge and in-house capabilities to do so.

4.4. Existing inclusive employers can also go further and scale up inclusive hiring efforts. Close to 4 in 5 inclusive employers hire only one person with disabilities. More can also be done to improve the retention of both inclusive employers and employees with disabilities. While more employers have taken the first step to hire persons with disabilities, some have also stopped hiring persons with disabilities for various reasons. Some persons with disabilities also face issues retaining employment after receiving support via employment support programmes such as Job Placement and Job Support. In these situations, lack of knowledge and capabilities in inclusive hiring and implementation of inclusive hiring practices at the workplace could be a contributing factor in sustaining inclusive employment.

4.5. Hence, we need to better support employers to tap on the pool of talented persons with disabilities, and create inclusive workplaces for them, to contribute meaningfully to companies. This will require (i) growing the number of inclusive employers and (ii) enabling them to sustain and scale up the hiring of persons with disabilities.

⁵ Hendricks & Struggles, 2022, '[Unlock the Competitive Advantage of a Disability-Inclusive Workforce](#)'.

Recommendation 1: Leverage inclusive hiring champions in key sectors that employ persons with disabilities to engage and inspire others to hire inclusively

4.6. The Taskforce recognises the importance of tapping on existing inclusive employers to lead the engagement of other employers to raise awareness and encourage inclusive hiring. Employers shared during engagements that while they may consider hiring inclusively, many did not know where to start or the types of jobs persons with disabilities were suitable for. Employers new to inclusive hiring find it useful to learn from the practical experiences from existing inclusive employers, such as the types of jobs suitable for persons with disabilities, and the job redesign or accommodations to integrate persons with disabilities into the workplace.

Box Story 1: Deutsche Bank

As co-chair of the Singapore Business Network On DisAbility (SBNoD) since its inception in 2013 and an early adopter of the Enabling Mark, Deutsche Bank is deeply committed to fostering disability inclusion. Their recent achievement of the Enabling Mark (Platinum) accreditation solidifies this commitment. Through initiatives like the dbEnable programme, offering a 10-week work placement for students with disabilities, Deutsche Bank not only fosters inclusion internally but also externally promotes the need for the industry to consider hiring persons with disabilities. Their Group Code of Conduct on Diversity and Inclusion, which includes provisions on disability, extends to procurement policies, setting a standard for supplier diversity. The bank has also spearheaded a partnership with Autism Resource Centre (Singapore), creating six positions for persons with autism designated for a one-year attachment programme.

Box Story 2: VITAL

VITAL, the public service's central agency for corporate shared services, embarked on its disability-inclusive hiring journey in 2016. Presently, VITAL employs about 12 individuals with disabilities, including those on the autism spectrum, who are Deaf/hard-of-hearing, or who have physical disabilities, in a range of roles, notably backend administrative positions.

VITAL has forged strong partnerships with key organisations such as the Public Service Division (PSD), SG Enable, Autism Resource Centre (Singapore), and

SPD. These collaborations provide a robust talent recruitment pipeline across a diverse array of roles for individuals with disabilities. VITAL's commitment to inclusive hiring extends to offering internships to students with disabilities from polytechnics, a programme initiated in collaboration with PSD. As an early adopter of disability-inclusive hiring practices, VITAL has effectively showcased a sustainable and scalable employment model, setting a standard for other public service agencies. In recognition of their outstanding efforts, VITAL achieved the highest Enabling Mark tier (Platinum) status in 2024.

4.7. Inclusive hiring champions, such as industry leaders and trade associations, can accelerate the growth of the inclusive employer pool. Champions can leverage their existing networks to engage a wide range of companies to share their experiences in inclusive hiring and rally others to consider doing so. In line with the recommended sectoral approach, these Champions are better equipped to engage companies within their sectors, and contextualise their experience, making it more relevant and relatable to demonstrate that it is possible to hire inclusively. Hence, the **Taskforce recommends identifying inclusive hiring champions in the target sectors to engage and inspire others to hire inclusively**. Resourcing could be provided to identified inclusive champions to support their engagements.

Next Steps

4.8. SG Enable will identify and develop companies in the six target sectors to become inclusive hiring champions, via two channels. First, by identifying champions amongst Enabling Mark-accredited companies, who have been accredited and recognised for their disability-inclusive hiring best practices and outcomes. Second, by partnering relevant SkillsFuture Queen Bee (SFQB) companies⁶ (who are industry leaders championing skills development for their sectors) to raise awareness of inclusive hiring. SG Enable will identify persons with disabilities with skillsets needed by SFQB organisations and/or their network of enterprises as part of their SFQB engagement work. For companies that are prepared to drive the inclusive hiring agenda, the Government can explore providing funding to support their engagement efforts to increase inclusive hiring among their peers or networks.

⁶ There are around 20 active SFQBs appointed by SkillsFuture Singapore (SSG) to-date, covering the six target sectors. SG Enable will work with SSG to consult SFQBs in this effort.

Recommendation 2: Enhance support for employers to put in place inclusive hiring practices

4.9. There is existing support for companies to build up their knowledge and skills in disability-inclusive employment via the Open Door Programme Training Grant for employers. The grant provides subsidies to employers and their employees without disabilities to attend talks and workshops conducted by SG Enable, which equips organisations with relevant knowledge and skills to hire and integrate employees with disabilities.

4.10. For organisations with in-house job coaches, SG Enable also has an in-house job coach programme which provides training and training subsidies for these job coaches to build up their disability knowledge and skills. In-house job coaches also have access to Community of Practice sessions, where they can meet and learn from SSA job coaches.

4.11. Building an inclusive workplace environment and culture enables organisations to hire and retain more employees with disabilities in the longer term. Besides having the leadership support in setting out a clear business case for hiring persons with disabilities, companies also need to put in place inclusive hiring policies and practices, as well as sustain disability awareness among their employees.

4.12. The Taskforce has observed that there are exemplary inclusive employers who appoint dedicated staff experienced in inclusive hiring to implement relevant practices and policies and cultivate inclusive workplaces to support employees with disabilities. Such dedicated staff could include in-house job coaches or Human Resource (HR) professionals who play a key role hiring and facilitating the employment of persons with disabilities. These staff can be equipped with disability knowledge and inclusive hiring practices and resources, so that they can in turn partner hiring managers to recruit persons with disabilities and integrate them into the workplace.

Box Story 3: Pan Pacific Hotel Group (PPHG)

PPHG has been a pioneer in inclusive hiring in Singapore's hospitality sector and holds the Enabling Mark (Gold) accreditation for disability-inclusive employment. The Group currently employs 26 persons with disabilities, 12 of whom have been with them for five to 34 years. In 2020, PPHG embarked on a six-month study with the University of Washington and found that hiring persons with disabilities can positively enhance the company culture and performance.

Additionally, PPHG supports artists with disabilities by featuring their work in its hotels, promoting their talent and livelihood.

Being an active inclusive employer, apart from recruitment, PPHG also participates in SG Enable's programmes with SPED schools and Institutes of Higher Learning (IHLs), namely the School-to-Work Transition Programme, IHL Internship Programme and RISE Mentorship Programme. SG Enable's Disability Awareness talks are regularly held to educate PPHG staff. Interested staff have participated in Disability Management Training and some pursued an Advanced Certificate in Supported Employment. Some staff have also attended the High Impact Retention & Employment (HIRE) Workshop Series to further learn about disability etiquette and integration. PPHG is committed to being not only inclusive but also creating a supportive, enabling and harmonious environment for persons with disabilities and its staff.

4.13. However, employers have shared that it may be difficult to dedicate resources to implement inclusive hiring practices, as appointing staff with experience in inclusive hiring practices may be costly for some companies, particularly SMEs. Hence, the **Taskforce recommends enhancing support for employers to put in place inclusive hiring practices** to retain employees with disabilities and scale up inclusive hiring. This could include covering the cost to appoint/hire/engage and equip an inclusive workplace champion or in-house job coach to cultivate an inclusive workplace culture/environment.

Next Steps

4.14. **SG Enable will strengthen inclusive hiring practices in employers in the six target sectors that have adopted a group hiring model to address manpower shortages** (i.e. F&B, Health & Social Services). SG Enable will work with existing inclusive employers to expand their hiring efforts to other business units from within. SG Enable will also work closely with Job Placement and Job Support partners to provide support for group placements in companies, where dedicated onsite supervisors or job coaches can be deployed to support the employment of persons with disabilities.

4.15. The Government will study the Taskforce's recommendation to provide funding support to employers to build up in-house capabilities to implement inclusive hiring practices. For HR professionals, SG Enable will continue working with HR partners, including key partners such as the Institute for Human Resource Professionals (IHRP), to introduce disability training as part of the certification process for HR professionals.

Target

4.16. The Government targets to increase the number of inclusive employers from over 7,000 today to 10,000 by 2030, of which, 30% will hire more than one employee with disability.

5. *Expand Employment Opportunities for Persons with Disabilities*

Current State

5.1. Today, there is a range of programmes that provide varying degrees of support to enable persons with disabilities to secure and retain employment.

- a) Students with disabilities from SPED schools who require transition support can tap on the School-to-Work Transition Programme to prepare for employment.
- b) Students in IHLs have access to SG Enable's IHL Internships and RISE Mentorship programmes which provide them with work experience and guidance that will support their job search following graduation.
- c) Persons with disabilities can also receive up to one year of job matching, and customised employment support from trained job coaches under the Open Door Programme.
- d) The first Enabling Business Hub (EBH@Jurong) was launched by SG Enable in December 2023, to provide employment support to persons with disabilities who have higher work support needs.

5.2. While these efforts have contributed to the increase in employment rate of persons with disabilities over the years, a large proportion of persons with disabilities remain out of the labour force⁷. On average, 63.9% of resident persons with disabilities aged 15 to 64 were out of the labour force in 2022/2023, with 76.2% of this group citing old age, poor health, and disability as the main reason for not working and not looking for work⁸.

5.3. During past engagements with persons with disabilities and caregivers as part of EMP2030, they highlighted the need for more alternative employment options to enable persons with disabilities to sustain employment. For example, flexible work arrangements enable employment for those who are unable to work for long stretches of time or who are unable to work on-site.

5.4. Among resident persons with disabilities aged 15 to 64 who were not employed, about 20% had employment history in the past five years. There is an opportunity to

⁷ This refers to those who are not working and not looking for work.

⁸ Source: MOM's Comprehensive Labour Force Survey.

bring them back to employment and participate in the economy. This could be achieved by (i) expanding work options for persons with disabilities who require more flexible arrangements, (ii) improving accessibility of such work opportunities and (iii) providing the necessary support for them to take on these opportunities.

Recommendation 3: Improve support for persons with disabilities in short-term assignments (i.e. “gig jobs”)

5.5. The gig economy broadly includes ‘platform-based work and all other forms of contingent work that have limited duration’ as defined by the World Economic Forum⁹. “Gig workers” in the Singapore context generally refer to own account workers or self-employed persons who operate their own business without hiring any employees¹⁰, and who source for a significant part of their work through online matching platforms. For example, freelancers and platform workers are considered as gig workers. Based on this, gig jobs broadly refer to time-limited work that involves payment for completing short-term assignments.

5.6. While the duration in which persons with disabilities have been out of the labour force and their work capabilities and personal circumstances vary, they may be able to tap on gig jobs to return to work or participate in work activities in their own time. Gig jobs can be a stepping stone for work-capable persons with disabilities to build up their work stamina and experience after being out of the labour force for an extended period, and enable them to progress back into formal employment. For those unable to take on formal employment, gig jobs provide an opportunity for them to work at their own time and pace.

5.7. Since May 2023, Workforce Singapore (WSG) and SG Enable mounted a pilot to curate and place persons with disabilities into gig jobs, to get a sense of the potential take up and impact of gig jobs for persons with disabilities. As a start, SG Enable engaged SSAs and Social Enterprises that have experience hiring inclusively to create gig jobs and place persons with disabilities into these jobs, to understand the key barriers in doing so. Over 100 persons with disabilities were placed in roles such as Artists/Performers, Packing Assistants/Movers, Docent/Tour Guide, Data Tagger/Researcher, and Sign Language Instructor.

⁹ Source: Asia-Pacific Economic Cooperation, 2024, '[Unpacking Issues in the Gig Economy: Policy Approaches to Empower Women in APEC](#)'.

¹⁰ This does not include other self-employed categories such as ‘employers’ and ‘contributing family workers’.

Box Story 4: Gig work as a stepping stone to move into formal employment

As a TAP Project Team Assistant at TomoWork Ltd, Ari collaborated with team members to develop practical solutions to address a business problem presented by a company. This stint allowed Ari to build on soft skills and executive functioning skills (e.g. project management, communications skills, and working in teams), which enabled her to secure a full-time job as a Digital Innovation Analyst with Micron Technology, three months after the role at TomoWork concluded.

Box Story 5: Gig work as an avenue to participate in work activities

After starting out as a student with ART:DIS Ceramics Foundation Programme and progressing on to the Artist-in-Training Programme, Zack went on to be part of the ART:DIS Studio collective in 2023 which produced ceramic wares for sale. Today, he is pursuing Product Design in ITE and is commissioned to make his own line of ceramic sake cups to be launched later this year via i'mable Collective.

5.8. **The pilot has shown some early success in bringing persons with disabilities who were not employed for an extended period back to work.** Close to 60% of persons with disabilities placed in gig jobs through the pilot had not been employed for at least six months, and this includes about 35% who did not have employment history since 2018.

5.9. Given these findings, the Taskforce **recommends improving support for persons with disabilities in short-term assignments.** Resourcing could be provided to SG Enable to continue curating such opportunities, and to extend existing employment programmes to support persons with disabilities to take on short-term assignments.

Next Steps

5.10. **SG Enable will expand its existing efforts to curate and place persons with disabilities into gig job opportunities,** with a focus on expanding engagements with private sector employers in Information & Communications, Transport & Storage (e.g. Logistics), and Retail Trade sectors. Persons with disabilities placed into gig jobs can also tap on the existing Job Placement and Job Support programme, if additional

support is required to secure and deliver on gig jobs. The Government will resource SG Enable accordingly to do so.

Box Story 6: SG Enable’s existing collaboration with HR Power Bank (HRPB) to create and train persons with disabilities for short-term assignments

HRPB was an initiative launched by Human Capital Singapore in 2021 to provide HR and Admin related training and employment opportunities for persons with disabilities, as well as senior workers and PMETs. HRPB has developed a close partnership with SG Enable since and built a network of employers who are open in embarking on the inclusive hiring journey. HRPB will train active jobseekers in job preparation and functional skills, to prepare a stream of work-ready persons with disabilities. HRPB will then work with employers to place them in insourced and outsourced jobs or contract assignments.

5.11. SG Enable will also continue to explore collaborations with private sector partners, as well as leverage mainstream gig job portals to identify gig job opportunities suitable for persons with disabilities. In doing so, persons with disabilities will have greater access to such opportunities and/or can more easily identify and apply for them. Thus far, SG Enable has worked with GoodJobs – a gig job portal – to identify jobs suitable for persons with disabilities by leveraging on their existing #inclusive filter to help persons with disabilities to easily identify permanent and gig job opportunities.

Target

5.12. The Government aims to place 200 persons with disabilities into gig jobs annually by 2026 and aspires to support 70% of them to continue engaging in gig work or move on to secure formal employment within six months after being placed into their gig job.

6. Uplift Capabilities of Job Coaches

Current State

6.1. **Job coaches play a critical role in enabling persons with disabilities to secure, engage in, and retain employment.** There are about 200 job coaches today working in SSAs, SPED schools, and private organisations that provide job support to persons with disabilities. They work closely with persons with disabilities and employers to identify suitable job matches, and support the transition and integration of persons with disabilities into the workplace.

A job coach's key roles and responsibilities can include the following:

- 1) Assess client's abilities, career interest and job readiness
 - *Identify abilities, interest, strengths and skills, assess job readiness of clients and understand the accommodations and support that they may require.*
- 2) Conduct job development, analysis, matching and placement
 - *Identify job preferences, analyse business community for suitable employment opportunities and conduct job site analysis.*
 - *Identify job match, prepare clients for interviews, and explore job redesign and accommodations based on clients' abilities and interests.*
- 3) Support employers to hire and retain employees with disabilities
 - *Educate employers on disability awareness and etiquette, recommend reasonable job redesign and accommodations to address barriers when working with persons with disabilities.*
- 4) Support clients to gain independence at work
 - *Identify possible social and emotional barriers that clients might face and work to reduce/remove the barriers through additional support required (assistive tools and technologies).*
 - *Track and monitor clients' progress at work.*

6.2. While job coaches play a crucial role in supporting the employment of persons with disabilities, there is no standardised competency framework and recommended baseline training required for job coaches. Today, job coaches and SSAs primarily take reference from SG Enable's Training Roadmap for Disability Employment Professionals to determine potential training courses to attend. Job coaches are also

trained on the job by SSAs. It is critical to establish baseline competencies to i) ensure professional standards and training of job coaches, and ii) grow and maintain a sufficient supply of job coaches by articulating the opportunities for career growth.

6.3. As the nature of jobs and economic opportunities change, **job coaches will also need to be equipped to curate, prepare and place persons with disabilities into new job opportunities and sectors** to meet manpower demands. There is a need to continuously update the currency of their industry knowledge to enable them to leverage on emerging job opportunities for their clients with disabilities.

Recommendation 4: Support professional development of job coaches by articulating the competencies required (including recommended baseline certification) and career pathways

6.4. Given the importance of job coaches in the employment of persons with disabilities, there is a need to professionalise the role to ensure consistency in support rendered and build up the capability and pool of job coaches.

6.5. The **Taskforce recommends for a clear set of competencies to be developed for job coaches**. This framework will provide SSAs and job coaches with a reference point for career development and further training, as well as guide the development of the relevant skillsets required across job coaches in the sector. Standardised training will also ensure quality of job support to persons with disabilities and employers.

6.6. Additionally, clarity on the potential career pathways and corresponding competencies will help to attract more talent to grow and develop the pool of job coaches. Prospective and existing job coaches can see the potential for career growth and progress within the occupation and/or their organisation in the long term.

Next Steps

6.7. **SG Enable will launch the Job Coach Career Map in September 2024** which will lay out the competencies of job coaches, within the Enabling Skills and Competencies Framework, as well as a career map which outlines pathways for career progression. It will also refresh the training roadmap for job coaches to identify relevant training to build up competencies as outlined in the Career Map, to facilitate further skills development. This will include the recommended baseline certification for job coaches (e.g. the Advanced Certificate in Supported Employment or equivalent), to build up the baseline professional standards of job coaches.

Recommendation 5: Refresh skillsets of job coaches to stay relevant and updated to curate, prepare and place persons with disabilities into in-demand roles

6.8. Job coaches play a key role in ensuring that persons with disabilities remain as a relevant talent pool for employers to tap on. To do so, job coaches need to be tuned in to industry developments and consistently update their knowledge base in emerging sectors to identify up and coming in-demand jobs suitable for persons with disabilities. This will enable job coaches to adjust job development and training efforts to prepare clients for in-demand roles. Hence, the **Taskforce recommends refreshing the skillsets of job coaches to stay relevant and updated.**

Next Steps

6.9. SG Enable will **curate platforms such as learning journeys to companies across the six target sectors identified** to equip job coaches with a better understanding of the job opportunities and functions of the industries on a regular basis.

Box Story 7: Learning journey for disability employment professionals (incl. job coaches) to Amazon Fulfilment Centre

The visit to Amazon Fulfilment Centre provided valuable first-hand insights into the 'behind-the-scenes' of the fulfilment centre, what stowing, picking and packing items for customer orders entails, and the workplace and safety accommodations adapted to support associates with disabilities in their roles. Disability employment professionals (DEPs) also got the opportunity to participate in a knowledge sharing session with the Operations team, to exchange best practices and learnings on inclusive hiring. Through these discussions, DEPs deepened their understanding of the opportunities and challenges of inclusive hiring in logistics, and how DEPs can work closely with inclusive employers to better support persons with disabilities in logistics.

Target

6.10. The Government aims to ensure that all job coaches in MSF-funded services have met baseline training requirements by 2030.

7. Conclusion

7.1. An estimated 4,500 persons with disabilities are expected to be placed into employment by 2030 through the implementation of the Taskforce's three-pronged approach and corresponding recommendations. This will contribute towards efforts to increase the employment rate of persons with disabilities to 40% by 2030.

7.2. Key shifts in the disability employment landscape are needed for each of the three stakeholders involved – employers, persons with disabilities and job coaches. SG Enable will focus on implementing the recommendations across the six target sectors identified to provide job opportunities for persons with disabilities. Today, there are already examples of how similar initiatives have been undertaken by private organisations and SSAs (see Box Stories 8 to 11 for examples in the Health & Social Services sector). These existing efforts will be replicated and amplified with the implementation of the three-pronged approach.

(A) Grow and Develop Capabilities of Inclusive Employers

Box Story 8: Agency for Integrated Care (AIC)

AIC has partnered with SG Enable in raising awareness and adoption of inclusive hiring within the Community Care Sector. Through platforms including joint sector outreach and sharing of best practices by sector leaders, more than 160 persons with disabilities have been employed within the Community Care Sector and 27 Community Care Organisations have signed the Enabling Employment Pledge.

As the designated agency to coordinate the delivery of aged care services, their influence on the sector has helped drive awareness of inclusive hiring amongst the community care organisations.

Box Story 9: Lee Ah Mooi Old Age Home (LAMOAH)

LAMOAH found that employing in-house job coaches had been helpful in assimilating employees with disabilities into the team.

In-house job coaches support LAMOAH's employees with disabilities by:

- *Identifying opportunities to simplify tasks and processes to enhance independence by developing and implementing visual aids, modifications, and accommodations to facilitate task management and completion.*

- *Responding promptly to emerging issues and concerns which facilitate quicker problem resolution, reducing delays and minimising impact on work, even when SSA job coaches are not available.*
- *Looking out for opportunities to expand their job scope, where possible, as LAMOAH's administrator feels strongly that the abilities of their employees with disabilities should not be limited by their disability.*

LAMOAH worked closely with APSN to support the employment of their clients, including:

- *Placing APSN Delta Senior School (DSS) students as Kitchen Assistants, Laundry Assistants and Housekeeping Assistants after DSS' Customised Work Experience Programme.*
- *Providing for job trial opportunities to alumni from APSN Centre For Adults before employing them in LAMOAH.*

LAMOAH also participated in SG Enable's Project Internship under the School-to-Work Transition Programme in 2022. All four interns were offered employment after their internship ended.

(B) Expand Employment Opportunities for Persons with Disabilities

Box Story 10: Autism Resource Centre (Singapore)'s collaboration with Hospitals

Autism Resource Centre (Singapore), or ARC(S), has worked closely with employers in the healthcare sector to support the employment of their clients on the autism spectrum to work in various roles and departments such as the picking and pre-packing of drugs in the pharmacies, sorting of medical records, central sterile supplies technicians as well as cleaning crews in nursing homes.

Aside from these roles, ARC(S) has also successfully placed clients in data entry and Basic Statistical Analysis in the healthcare sector. These roles have been jointly identified by their job coaches and employers to be structured, routine and require an attention to detail. Some of the key employers in the healthcare sector that ARC(S) works with includes the IHH group, Vanguard Healthcare, Ren Ci, Singapore General Hospital and SingHealth.

(C) Uplift Capabilities of Job Coaches

Box Story 11: SG Enable's efforts

SG Enable co-chairs Community of Practice (CoP) sessions with selected SSA representatives. These meetings identify training gaps and needs for DEPs and promote knowledge sharing between DEPs from different organisations, local and international experts in supported employment, and inclusive employers.

SG Enable also arranges learning journeys to inclusive companies (such as Google and Amazon) from various industries to discuss inclusive recruitment and encourage partnerships between DEPs and employers. Job coaches have also expressed interest to visit an employer in the healthcare sector, which SG Enable is exploring.

SG Enable has outlined the typical job roles that may be suitable for persons with disabilities, essential soft skills required and suggested accommodations to address potential work challenges across 14 sectors in their Career Exploration Guide for persons with disabilities, as part of the Enabling Skills and Competencies Framework. Healthcare is one of the identified sectors.

7.3. Everyone has a part to play in supporting our efforts to achieve the aspirational target of increasing the employment rate of persons with disabilities to 40% by 2030. We encourage stakeholders to join in efforts to facilitate the employment of persons with disabilities who are able and want to work. Together, we can achieve the EMP2030 vision of a caring and inclusive society where persons with disabilities are enabled to pursue their aspirations, achieve their potential, and participate as integral members of society.



Annex A: List of Taskforce Members

1. Ms Susan Chong
(Co-Chair) Chief Executive Officer and Founder, Greenphyto
Board Member, Singapore Business Federation
Foundation
2. Ms Ku Geok Boon
(Co-Chair) Chief Executive Officer, SG Enable
3. Ms Ang Li May Chief Executive Officer, Bizlink Centre Singapore Ltd
4. Mr Edward Chew Director (Service Development, Employment), SG
Enable
5. Ms Esther Chong Director (Employment Services), SPD
6. Mr Foo Chek Wee HR Leader
7. Mdm Ho Geok
Choo Chief Executive Officer, Human Capital (Singapore)
Pte Ltd
8. Ms Jacelyn Lim Executive Director, Autism Resource Centre
(Singapore)
9. Mr Kenny Lai Director (Residential and Centre-Based Services),
MINDS
10. Mr Ong Hua Han *[Participating in personal capacity]*
11. Ms Pearl Yu Director (Marketing & HR), Keystone Cable (S) Pte Ltd
12. Ms Peggy Lim Director (Public Engagement Division), SkillsFuture
Singapore
13. Ms Rachel Lam Director (Workforce Strategy and Policy), Ministry of
Manpower
14. Mr Richard Lim Director (Partners & Operations Division), Workforce
Singapore
15. Mr Rick Lim Deputy Director (Employability & Alumni Services),
APSN Centre for Adults

16. Ms Stephanie Sim Director (Enabling Division), Ministry of Social and Family Development
17. Mr Thomas Chu Managing Director, Boustead Projects Limited

Past Members

18. *Mr Bryan Lim* *Former Director (Residential and Centre-Based Services), MINDS*
19. *Mr Li Jingheng* *Former Director (Workforce Strategy and Policy), Ministry of Manpower*
20. *Mr Loh Chin Hui* *Former Director (Enabling Division), Ministry of Social and Family Development*
21. *Mr Tan Eng Tat* *Former Director (Employment and Employability), SG Enable*
22. *Ms Teo Pek Wan* *Director (Adult and Elderly Services), SPD*
23. *Mr Toh Swee Chien* *Former Director (Public Engagement Division), SkillsFuture Singapore*

Illustrations in this report were designed by Josephine Tan, a digital product manager and freelance designer-illustrator. She is hard-of-hearing with progressive vision loss. Visit her website at josephinetwh.com.