

UPBEAT

MICA (P) 144/04/2011 ISSUE 01/2011

an **EMPLOYER ALLIANCE** Publication

How to manage a Flexible Workforce

by Mrs Helen Lim-Yang

Achieving Win-Win through FWAs

Absolute Kinetics
Consultancy Pte Ltd

Meeting Business Needs Through FWAs

Cargill Asia Pacific

FWAs driven by Employees' Requests and Business Needs

UMW Equipment &
Engineering Pte Ltd

Work-Life Conversation with an Expert

Interview with Dr Ellen Kossek
Michigan State University



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About Employer Alliance

Employer Alliance is a network of corporations committed to creating an enabling work environment to enhance Work-Life Integration. Work-Life Integration is a necessary business imperative for every organisation if one is to stay competitive in the international market. EA's mission is to bring awareness and adoption of Work-Life strategies and implementation among corporations.

To that end, EA offers resources on Work-Life matters including an online one-stop Smart Kit where you can learn from a variety of creative flexible work arrangements, employee support schemes and leave benefits, to suit any company's budget. Inspiring examples of individuals who have spearheaded their organisations' Work-Life efforts are also regularly featured.

Upbeat is a newsletter which features Best Practice companies and expert advice on Work-Life related issues. EA also commissions research studies to increase the knowledge about Work-Life in Singapore. Key events such as Work-Life forums and Development Forums are organised by EA regularly for members.

More than 900 companies have joined EA as corporate members and the number continues to grow. These corporate members come from different industry sectors including manufacturing, retail, services, financial and hospitality. Membership is free and member benefits include access to our resources and exclusive invitations to forums, events and key Work-Life conferences.

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Message from Chairperson



One of the recent changes made to the foreign manpower policies is that the levy on foreign manpower will be increased. This will certainly increase the cost of employing a foreigner for local organisations. One way for employers to reduce their reliance on foreign manpower is to look into expanding their recruitment pool to include people who cannot work conventional hours due to personal or family commitments - many of whom would be the elderly and mothers who dropped out of the workforce to care for their young children. These people have the qualifications and expertise, and are willing to work but lack flexible solutions to cater to their Work-Life needs.

Organisations that strive to meet the needs of a diverse, multi-generational workforce will find that it is a win-win situation as they will benefit from the ability to attract and retain a motivated workforce. Otherwise, frequent recruitment and training of new hires drain organisations' time and resources. Studies have shown that the extent of workplace flexibility in an organisation correlates with absenteeism and attrition rates, employees' motivation and productivity levels. The more employees appear to be trusted with autonomy to plan their work schedules, the more likely they will reciprocate with loyalty and engagement to the organisation.

I urge every employer to review your organisation's HR policy to include the provision of Flexible Work Arrangements (FWAs) if you have not already done so. The diversity in today's workplace means that tailoring FWAs to the needs of the organisation and its employees is crucial. While there is no cookie-cutter solution, there are many different avenues to explore. When employees are able to reconcile the demands of work, family, hobbies and aspirations, they are more effective and productive.

In this issue of UPBEAT, Best Practice organisations tell us how they do it and consultant Helen Lim-Yang explains how to manage a flexible workforce. We also see how these organisations - big and small - translate FWA initiatives from concepts on paper to viable practices that not only build the culture and reputation of the firm, but most importantly, recognise that it is a more sustainable business strategy.

A handwritten signature in black ink that reads "Claire Chiang". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Claire Chiang
Chairperson, Employer Alliance

How To Manage A Flexible Workforce

by Mrs Helen Lim-Yang



A diverse workforce with majority of staff on different types of Flexible Work Arrangements (FWAs) is the norm of the future. How can a leader identify and overcome challenges of managing this kind of workforce?

Flexibility at work is not new. Industries such as transportation, healthcare, manufacturing, energy and communications services have long had 24/7 operations with 24-hour staffing requirements offer innovative types of FWAs. Now, we need flexibility more than before, with the breakneck pace of life. Not just for women, but for men too. Not just for some sanity, but to leverage on a wider manpower pool to cope with peaks and troughs of business demands.

Managing the flexible workforce remains a challenge. The debate rages on:

- Can business bottom line, accountability for performance and customer satisfaction be sustained?
- Can the desired skills, expertise and attributes be found and optimised?

The flexible workforce is a product of organisational culture that managers play a key role in defining. There are some Psychology 101 fundamentals that a manager would do well to master.

The Psychology of Motivation

The starting point is for managers to probe, diagnose basic needs of the

workforce and the obstacles that hamper productivity. People generally have goals to survive. In this age, it would be translated as goals not to burn-out or lose their Life to Work. People are also driven by autonomy, recognition, stability, balance and so forth. Research shows that people with clearly defined, well-communicated expectations enjoy greater job satisfaction than those whose expectations go unspoken or unrealised. Have an honest conversation with employees on their motivation, personal and business needs, and requirements. An individual whose Work-Life needs are met by Flexible Work Arrangements (FWA) would be driven to produce results in order to keep the privilege of flexibility.

The Psychology of Trust

Trust begets trust. Managing a flexible workforce entails openness and transparency in communicating and discussing FWA eligibility and criteria, and any impact on rank, pay and benefits, as well as training and advancement. Any unresolved misunderstanding or confusion can destroy trust, which makes managing anyone difficult. Managers should model their commitment to FWA practices, and ensure that all employees are treated equitably. They should also manage staff's attitudes and behavioural gaps. Having the right talent with good

Managers will do well to ground their policies and guidelines for their flexible workforce on these four fundamentals of motivation, trust, control and performance.



work ethics and discipline is a win. Build relationships based on trust and respect. The psychological contract forged between employer and employee with high trust level can reap benefits of commitment and productivity.

The Psychology of Control

Giving staff a sense of control further seals the trust formation. The manager of a diverse flexible workforce needs to appreciate life stage needs and offer employees control of their time. This means giving staff flexibility on where, how and when they work, whilst the manager controls the outcomes. Baby boomers who grew up believing in job security in the form of regular pay and full time work, generally appreciate some assurance of structure and stability within the flexibility. Gen X and Gen Y employees trying to integrate Work-Life responsibilities and seeking exposure would value telecommuting and mobility programmes. To help employees self-

manage, encourage them to form problem-solving support groups with other employees in similar non-traditional arrangements.

The Psychology of Performance

What is measured gets delivered. If performance expectations and goals are not calibrated ahead of time, performance reviews are ineffective. A manager would have inadequate grounds to address non-performance and hold someone accountable. Hence, keep employees' work goals and the business goals in mind while supporting flexibility. If performance is not met, review the flexibility arrangement as circumstances might have changed. Check motivation and career aspiration factors. Ensure the performance management system serves to communicate and facilitate work accountabilities and performance expectations of different groups of people. Also, reward performance and productivity, not face-time. Have the right compensation schemes that incentivise and reward good performance. Pay for outcomes, by project instead of paying for time or billable hours. This shift reduces the time spent on unnecessary activities and promotes streamlining.

In short, managers will do well to ground their policies and guidelines for their flexible workforce on these four fundamentals of motivation, trust, control and performance.

Helen Lim-Yang is a Senior Partner of Capelle Consulting, a Human Resource and Organisation Development consulting firm that helps companies improve their returns on human capital through consulting, learning and coaching solutions.

The Case for **Work-Life** *Integration*



At Cartus, we embrace the guidance from our employees to create a fun and pragmatic working environment. Our employees appreciate the flexibility and empowerment, which has resulted in high productivity and a sense of belonging. This continuing partnership drives us into seeking new ways to make Cartus a place where people enjoy working.

Mr Kenneth Kwek
Senior Vice President/General Manager, Asia
Cartus Corporation Pte Ltd

In business, it is all about win-win. It is the same in promoting Work-Life Integration. By relooking at and redefining work itself. Work-Life friendly initiatives elevate engagement at all levels and ultimately result in motivated and more productive employees. It is truly a win-win situation that no organisation can afford to overlook.

Mr Adrian Tan
Managing Director
Recruitplus Consulting Pte Ltd

As a Health & Wellness Advocate, I have a vision of people around me living and loving life to the fullest. This calls for a personal commitment to feel good about self and help others grow and develop in their quality of life. Then all will be happier and healthier.

Ms Soh Lee Choo
Health & Wellness Advocate, Human Resource
Institute of Mental Health

One of LTA's shared values that is tied to our Work-Life strategy is Care and Concern. Through Care and Concern, we demonstrate our belief in developing our people, providing good staff welfare and promoting a balanced lifestyle for staff at different life-stages. We believe that our people are important and with our existing Work-Life Harmony and related schemes, we are confident that the social well-being of our staff in terms of "mind", "body" and "heart" are catered for.

Ms Alice G K Tan
Group Director Corporate Services
Land Transport Authority

Achieving Win-Win through FWAs

- Absolute Kinetics Consultancy Pte Ltd

Absolute Kinetics Consultancy (AKC) is an Approved Risk Consultants & Accredited Safety Training Provider appointed by the Ministry of Manpower to provide a wide range of courses approved by MOM, NRC & ITEES. Its clientele list includes SMEs to MNCs from various industries ranging from construction, manufacturing, oil & gas to employment firms and maid agencies.



Divided by nationalities, united at AKC

The company conducts safety courses as its core business and also offers consultancy, risk management and specialised training services such as certificate for employment intermediaries. It also has a team of about 100 professionals skilled in various safety specialisations such as construction safety, scaffolding, shipyard safety, metalworking and welding, among others. Customer service is an important key performance indicator for AKC. Staff deal extensively with the employees of

their clients, which can include people from different nationalities like Malaysia, Thailand, China, India and Bangladesh.

Having the right talent to meet the expectations of its clients is very important to Absolute Kinetics. The management views Work-Life initiatives as a win-win solution to attract and keep talent; and to meet the needs of its employees.

All staff work on a standard of 44 working hours a week. As the company operates seven days a week and up to 12 hours daily, ensuring employees

are properly rested is a priority. The management takes the view that over-worked employees are less productive and more prone to making mistakes. As some AKC employees operate machinery, industrial accidents are important to avoid. Overtime is given only when necessary and the application for overtime is time consuming. This discourages employees from using overtime as an easy option if their tasks are not completed on time.

Flexi-hours is another Flexible Work Arrangement (FWA) engaged by AKC. For example, when outdoor sales staff need to stay late onsite, they are allowed to start work later the next day. Flexi-place, i.e. telecommuting, is also offered to professionals who have specialised skills or experience that contribute to the company. This FWA scheme attracts the talent to stay on with AKC. Staff on part-time, flexi-hours and telecommuting schemes have reported increased concentration and productivity at work.

Job sharing is another scheme that the management considers valuable. Job sharing in AKC is not just about sharing the workload. Employees on job sharing are cross-trained so that they are well-equipped for more than one job position. Staff on this scheme have reported a sense of fulfilment in learning a secondary competency which contributes to their range of skills. Job sharing allows the company to mobilise staff during exigencies. In one particular instance, the sales and marketing department was short of staff during a major road show. Fortunately, customer service staff are cross-trained in sales and marketing techniques, hence, they were mobilised to



Which team do you support? Of course it's team AKC!

fill up the temporary manpower shortage during the event. Likewise, there are also sales and marketing employees who are cross-trained in customer service and are able to assist during peak periods.

The company is constantly tweaking its FWAs in response to its employees' needs. A revamp of the current Work Life programmes will be discussed in the middle of 2011. The changing demography of its staff is a factor that AKC cannot dismiss.

For example, out of the organisation's 100-strong workforce, more workers now hail from other countries. Some of the festivities celebrated by the employees of different nationalities are not recognised by Singapore's statutory leave requirements. In any other organisation, they would have to forego the celebrations of these important dates. However, AKC allows leave for the different nationalities to celebrate their important festivals. The way that AKC thoughtfully tweaks its Work-Life programmes around the needs of its employees demonstrates that each individual matters to the organisation, and their priorities are looked into without discrimination.

In recognition of its efforts to promote Work-Life Integration, Absolute Kinetics was awarded the Work-Life Achiever Award in 2010.

Meeting Business Needs Through FWAs

- Cargill Asia Pacific

Cargill is an international company that employs 131,000 people in 66 countries. The local office has many business units, ranging from producing and marketing of food and agricultural products, to industrial products and services and financial services in risk management and offering financial solutions. Thus, Cargill has many job positions from trading and commercial posts to accounting and IT posts.

The advantage for a company with varied business units is that it can experiment with different types of flexible work arrangements (FWAs) to cater to the different business needs of each unit. For example, a 24 by 7 factory operation will benefit from creative compressed work week scheduling; audit or consultancy units will benefit from mobile place arrangements and desk-bound personnel will appreciate staggered start and end times. Truly, flexible arrangements do not come in a one-size-fits-all package.

More than 50 percent of the local staff are on some kind of flexible arrangement. From the beginning, Cargill views FWAs as a valuable tool for retention of talent. The company sees that offering FWAs is an essential element to staying competitive in the international market. It positions itself as a company of choice, where employees will get their Work-Life needs met and their families are taken care of.

Telecommuting and staggered hours are taken up by two groups of

employees. The first group are IT staff and professionals who have to work with teams in other countries and different time zones. Thus, they cannot keep the standard office hours.

The second group of employees take up flexible options because of childcare and eldercare needs. Their working hours are arranged and formalised with the leaders of their business units.

Audit Consultant Mr Rick Tan said, "The most important success factor in



Dragon Boat



Cargill's Workplace Health Promotion (WHP) Mass Walk



WHP Games Day

any programme is the support from management and belief from employees. When my son didn't do well in school, I was able to coach him and see improvements; thanks to Cargill's flexible work arrangement."

A portion of staff also opt for part-time. Such arrangements can range from two- to four-day work weeks. Maternity leave of up to four months is also available to both local and foreign female staff.

As there are 24 different nationalities in the Cargill Singapore office, the challenge for its HR department is having to manage a diverse group of multinational staff with different needs. To help the foreign staff acclimatise, Cargill's relocation assistance programme helps them to look for apartments, settles their family members and helps them with the small but numerous logistic details of settling into a new country. Foreigners can also take advantage of Cargill's generous sabbatical leave provision to fly home to spend time with their families.

The decision to implement the type of FWAs depends very much on feedback from employees. These are gathered from

employee engagement surveys (EES), a vital instrument used by Cargill to gauge the motivation and participation of its employees. Based on the results of the EES, managers at the level of the business unit will follow up on the Work-Life needs that have been raised.

The EES results have also shown a reduction in absenteeism. Cargill's average absenteeism rate of about 2.8 days is below the national average of 6 days for the past two years. Cargill also has a lower turnover rate at 8 percent than the industry average of 9.5 percent.

The management attributes this to the Cargill culture. President and Regional Director Mr Bram Klaijisen said, "Enabling our employees to balance the demands of life and the challenges of work is an important goal for Cargill. We aim to create an environment where our employees can feel a sense of achievement and enjoyment every day. For us, this is the basis of successful employee engagement."

Cargill Singapore won the Work Life Excellence Award in 2008 and 2010.

FWAs driven by **Employees' Requests** and **Business Needs**

- UMW Equipment & Engineering Pte Ltd

UMW Equipment & Engineering is in the business of selling and servicing industrial and heavy equipment. It is a prominent forklift seller and forklift rental company in Singapore; the exclusive authorised distributor for Toyota industrial equipment and Komatsu heavy equipment, among others. It is also an accredited provider of forklift drivers training courses.

UMW Equipment & Engineering has a wide variety of flexible work arrangements (FWAs). Some HR companies may feel it is one too many. But UMW HR reports that they are not so difficult to introduce or to maintain.

"The important thing is that the whole workforce should not be forced to comply," said Miss Shirley Chew of the HR department.

Each department has its own specific needs according to its work scope. Thus, the department would feedback to the management about the kind of Work-Life arrangements that best suit them. Implementation is driven by employee feedback and business needs. As long as the arrangements help the staff to fulfil their responsibilities, these are the arrangements that will be kept.

UMW has 178 staff. They can opt for telecommuting, flexi start-and-end times, part-time and job sharing. The type of FWAs taken up by the employees depends very much on the unit's business needs. For example, one group of technical

staff supports the needs of customers on their premises. They are not required to report to the UMW office daily, but they follow the schedules of their customers' workplace. They travel back to the main office for department meeting twice a week where they discuss with their supervisors about work in progress. The technicians fill up a job ticket, but this is more for the purpose of self tracking services rendered to customers than to report on their usage of time. At the end of the month, they each get a summary report that tells them how productive they have been.



*Families that play together, stay together...
Family Day @ Universal Studios*

Then, there is another group of employees who handles sales. Again, because of their job scope, they are not required to clock in and out at regular hours. Neither does the management have a system for tracking their whereabouts. Their performance is measured by their Key Performance Indicators (KPIs).

Posing a particular challenge to HR is a group of 12 technicians based in a satellite workshop away from the main office. HR perceives its challenge not so much as supervising these employees' face-time and productivity, but how it can nurture the bond between the satellite staff and the headquarters.

Ms Chew described the HR efforts, "We stay in touch with them through emails and by visiting them. We bring the technicians back to the main office occasionally for training and workshops on health and Work-Life education. We make sure we do not forget them for company events. For example, we will set aside fruits to be sent to them when we have Fruits Day. When we organise dialogue sessions with the Director, we will always make sure that one representative from the satellite workshop is present."

UMW organises an annual Family Day which is very much anticipated by the staff. UMW company-wide events often get 70 to 80 percent employee participation. As the satellite technical group divides its staff into two shifts for a 7 am to 11 pm schedule, it is difficult to release staff to participate in the Family Day.

Miss Chew explained the solution, "So, during the last Family Day, which was held at Universal Studios, we set aside five tickets each for the technical staff to



Rewarding an employee's child for her academic excellence

bring their family members to Universal Studios during their off day. We want them to know they are not forgotten."

The company values staff who displays integrity and trust (two values listed in its mission statement). These are people who know the boundaries of work time and personal time and have sufficient skills to carry out their job independently and have a sense of responsibility to finish their tasks. In response, the company gives its people work discretion and autonomy. "We trust our people with responsible behaviour and when they have a genuine need for flexi-work arrangement, we will stand by our commitment to support them," said Miss Chew.

The turnover is low at less than one percent per year. Recruitment costs are also kept down because the company does not need to advertise regularly for new positions. "We have no problems recruiting because our staff recommends UMW to their friends. It shows that our staff are keen to share with others that this is a great place to work," said Miss Chew.

UMW won the Work-Life Achiever Award twice in 2006 and 2010. It is also a holder of the 2004 and 1998 Family Friendly Employer Award.

Work-Life Conversation with an Expert

Interview with Dr. Ellen Ernst Kossek,
School of Human Resources and Labor Relations,
Michigan State University



Upbeat: Why is there an increasing demand for FWAs from employees in recent years?

EK: With the increasing number of case studies in recent years, it is becoming more evident that FWAs can increase the productivity and satisfaction of individual employees as well as increase business productivity and reduce costs for the organisation. Flexible work arrangements are increasingly important as they reflect the adaptation of human resource practices to the changing nature of work.

Flexible work schedules are an intervention to give employees greater control. This enhances their sense of well-being because they perceive that they are better able to integrate personal role demands with work role demands.

UPBEAT: What makes an FWA “Flexible”?

EK: Flexible work arrangements affect four main characteristics of work schedules – timing, location, workload amount, and continuity of employment hours.

The first criterion of a true flexible arrangement is that it should involve both (1) a human resource policy or practice;

and (2) incorporate in the job design high perceptions of increased autonomy over when, where the work is done, the amount of workload and the continuity of work.

Ideally, a formal flexible policy should go hand-in-hand with informal supervisory practice. If the policy just exists on paper and only in principle, its use will be restricted and it may not fulfil its Human Resource purpose. In this situation, employees will not experience the benefit of the FWA and will not perceive that they have job autonomy or control.

UPBEAT: Why is it a business imperative for employers to offer FWAs to their staff?

EK: Current trends show that family responsibilities are increasingly shared between husbands and wives. Also, there is an increase in employees of all backgrounds, single and married alike, who value Work-Life flexibility. More and more employees feel the need to manage non-work responsibilities while meeting business needs. Therefore, they value the flexibility provided at the workplace.

The advantage of part-time work schedules and temporary extra shifts

is reduction in labour costs. It allows employers to adjust manpower usage in response to variation in product demand, economic uncertainty, and new market developments in the global economy.

For continuous processing manufacturing systems, the high cost of shutting down operations for the night mandates 24-7 operations with production and service delivery around the clock. Employers can make use of such operations to organise creative work shifts that attract and retain employees.

Telecommuting reduces office costs due to more efficient facility management and space use. It helps employers support the environment and cut workers' commuting time and fuel costs at the same time.

The information technology sector is growing in the borderlessness of virtual work. Having FWAs provide the means to form a flexible, mobile and often off-shored workforce which helps companies grow partnerships and clientele.

UPBEAT: How can an organisation benefit from implementing FWAs for its staff?

EK: There are two main benefits for an organisation. The first is increased

attraction and retention of staff, which means that the organisation can nurture a higher quality workforce from a larger applicant pool. The staff experience higher job satisfaction, are more engaged and committed to the organisation, which in turn increases business productivity.

The second benefit is cost savings from the ability to attract and retain a motivated work force. The organisation saves on resources and time which would otherwise have to be devoted to constantly recruiting and training new workers, who are likely to be not as productive as experienced workers. Undesirable employee behaviour, such as absenteeism, turnover and workplace accidents are also reduced, thus contributing significantly to the cost savings.

Offering FWAs as a recruitment and retention strategy is even more logical in the case of staff who have unique or highly specialised skills or in industries which traditionally report high turnover. Given these trends, employers who offer FWAs to support Work-Life needs and implement them well in a win-win partnership with employees are more likely to have a competitive advantage.

Ellen Ernst Kossek is University Distinguished Professor at Michigan State University's School of Human Resources & Labor Relations. She is also an award-winning author. For more information, see this article from which some of the ideas in this paper were adapted. Kossek, E., Michel, J. Flexible Work Scheduling. 2011. Handbook of Industrial-Organizational Psychology. Sheldon Zedeck, Editor. American Psychological Association. Vol. 1, pp. 535-572.

Work-Life Integration

Personal Notes

Mr Benny Lim, Senior Tax Auditor, Inland Revenue Authority of Singapore

My mum works at the wet market helping a stall holder to sell vegetables. It's a thankless job, requiring her to wake up as early as 4.30 am and work non-stop, like "da zhan" (meaning "fight a war" in Chinese, because there are so many customers) until 3 pm. She has to lug huge baskets of vegetables from the lorry to the stall for sale. Her work does not end there. She comes home exhausted, but still needs to do house chores. She works seven days a week. There are many occasions when she dozed off while reading papers or watching TV. I felt really bad on one occasion when she was so tired that she dozed off, woke up with a start and rushed to check on a pot of boiling food, burning herself in the process.

I am grateful to my company for giving us Family Care Time Off to accompany my mother for a Chinese medical therapy to heal her aches and pains. I was also able to bring her for a nice meal and a walk to the Helix bridge at Marina Bay Sands.

It is the only time when I saw her relax and enjoy herself. Many times I feel that I have been a unfilial son, so I thank my company for giving me the opportunity to spend some quality time with her. As Ferris Bueller said, "Life moves pretty fast. If you don't stop and look around once in a while, you could miss it."



Benny (first row, far right) and colleagues at IRAS annual family day out

**Mr Edgardo Rey Real,
HR Executive, Xcellink Pte Ltd**

The company's Work-Life programmes have made a positive impact on my family, especially the flexi-working hour programme (FWHP). With this programme, I can manage my time to attend to important family issues without affecting my overall production at work.

It has given me a chance to get closer to my children, spend quality time with them and feed their interest in music. And having a regular time teaching and practising with them has made all our training sessions a success.

Without this flexi programme, I can say that I wouldn't have enough time to teach them to play musical instruments that has enabled them to play for our church's Children's Music Ministry.

I also availed of the programme to attend to both my sons when they got sick with viral infection.

The FWHP is very effective as it has proven that work does not prevent employees from enjoying their personal and family life.



Family time together

Ms Lourdes Mary Joseph, Manager, SINDA

After being with SINDA for about seven years, I decided to further my education with a part-time Diploma in Counselling Skills. Juggling both work and academic demands was a challenge, especially when I needed to complete the practicum module – three months of social work. I needed the support of my organisation and immediate superior to approve my part-time (flexi-) work arrangement so that I could fulfil both my work and study commitments. Despite the organisation's busy programme schedule, both my superior and SINDA approved my request for part-time work.

In doing so, I benefited significantly in accomplishing both my work and academic objectives and successfully completed my practicum. Looking back, the journey would not have been possible if not for the strong support of SINDA, my superiors and fellow colleagues. It feels great to be part of an organisation that is concerned about the well being, personal growth and future of its employees. The part-time arrangement also provided me the opportunity to support my daughter during her PSLE exam preparations.



Mary with her family

Spotlight on **EA EXCO**



EA Executive Committee 2011





*Mr Liak Teng Lit
Chief Executive Officer
Alexandra Health*



*Mrs Helen Lim-Yang
Senior Partner
Capelle Consulting*

The Employer Alliance Executive Committee, chaired by Ms Claire Chiang, meets every quarter to discuss and decide on the direction and focus of EA's work. They comprise the Top/Senior Management of leading organisations that have achieved excellence in Work-Life Integration.



*Mr Stephen Tjoa
Executive Director
People, Performance & Culture
KPMG*



*Ms Teresa Lim
Managing Director
IBM Singapore*

Work-Life Information

Flexibility Circle

The Employer Alliance is organising a series of **Flexibility Circles (FCs)** to enable participants to equip themselves with *new ideas, tips and solutions* to overcome FWA implementation challenges. During this session, participants are invited to talk about specific implementation challenges faced, share best practices and learn from one another.

A qualified Work-Life Consultant will facilitate the discussions and provide professional advice on overcoming the issues raised. A guest speaker will talk about his/her personal implementation experiences and share tips for success.

Work-Life Consultancy Mobile Clinic

The objective of the **Consultancy Mobile Clinic (CMC)** is to support organisations in their Work-Life journey via a one-hour on-site consultancy clinic for CEOs/Directors/HR Managers. A qualified Work-Life Consultant commissioned by EA will visit your company to conduct a preliminary needs analysis within the organisation and establish the current Work-Life profile.

The Clinic will also allow senior management to discuss the most pressing Work-Life issues facing their organisation. At the end of the clinic, the consultant will make preliminary recommendations on the next steps which the organisation may take to achieve progress in its journey towards successful Work-Life Integration.

Operation Work-Life Programme

In **Operation Work-Life Programme**, EA commissions Work-Life Consultants to conduct a presentation to a group of operation managers at your organisation about the business case for Work-Life Integration and introduce the benefits of implementing Work-Life programmes in the company. Through this programme, operation managers will be equipped with knowledge on the importance of Work-Life Integration, and how they can be aligned with your company's business objectives.





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