



Tripartite Advisory on Flexible Work Arrangements

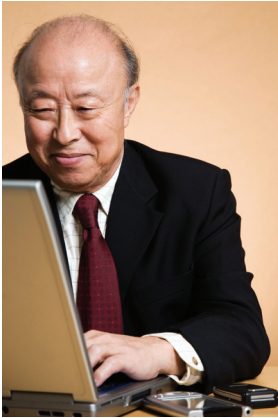


Tripartite Committee on Work-Life Strategy

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1. Objectives of This Advisory



The Tripartite Committee (“TriCom”) on Work-Life Strategy¹ seeks to promote flexible work arrangements (FWAs) as a progressive employment practice in Singapore.

To achieve this, the TriCom has formulated this advisory to help employers, supervisors and employees navigate the journey to implement FWAs sustainably in Singapore. This advisory explains FWAs and their benefits. In addition, it highlights the key success factors for effective FWA implementation, outlines practical steps for employers when implementing FWAs, and suggests pointers for supervisors and employees to note when getting ready for FWA requests and using FWAs respectively.

¹ The Tripartite Committee (“TriCom”) on Work-Life Strategy comprises members from various government agencies, employers and unions associations to promote work-life practices as a strategy that optimises business performance and facilitates employees to manage their own work-life fit. The organisations represented on the TriCom comprise:

- 1 Association of Small and Medium Enterprises
- 2 Infocomm Development Authority of Singapore
- 3 Ministry of Manpower
- 4 Ministry of Social and Family Development
- 5 National Population and Talent Division, Prime Minister’s Office
- 6 National Trades Union Congress
- 7 Public Service Division, Prime Minister’s Office
- 8 Singapore Business Federation
- 9 Singapore Human Resources Institute
- 10 Singapore National Employers Federation
- 11 Tripartite Alliance for Fair and Progressive Employment Practices

2. Background

a. What are FWAs?

FWAs refer to work arrangements where employers and employees agree to a variation from the usual work arrangement. For example, flexibility can be applied to:

- **Work timing/duration.**
This includes staggered hours² and compressed work week³.
- **Work location.**
This includes telecommuting⁴, working from home and working from smart work centres or satellite offices.
- **Work scope.**
This refers to varying duties or work load. An example is part-time work.

More examples of FWAs can be found at www.tafep.sg.

b. Benefits of FWAs

FWAs enable employers to attract and retain employees, widen their potential recruitment pool to tap on employees of different demographic profiles and work experience, and become more nimble in manpower deployment. Research has shown that FWAs also increase employee engagement and productivity.

FWAs provide options for employees seeking to integrate multiple roles in life – for example, as a caregiver, as a parent or as a student upgrading his/her skills. Together with other work-life strategies such as employee support schemes and enhanced leave schemes, FWAs allow employees to make work-life choices to achieve good work and personal outcomes.

² A work arrangement where employees can vary their daily start and end times to suit their work and personal commitments. Typically, there is a core time, say 10am till 4pm, during which employees must work. There is usually an accounting period, usually a week or a month, within which the full number of hours is worked but where the employee has discretion about when those hours are worked.

³ A work arrangement in which an employee works his/her full-time hours (e.g. 40 hours in a week) in fewer than the normal number of days per time period.

⁴ A work arrangement in which the job is performed at a location other than the workplace using information and communication technologies.

3. Key Success Factors for Effective FWA Implementation

For greater success in the implementation of FWAs,

a. FWAs should benefit both employers and employees.

- To implement FWAs sustainably, the FWAs that are implemented should meet employers' business needs while enabling employees to manage work and personal responsibilities.

b. Everyone has a role to play to make FWAs work. For example:

- Employers are encouraged to foster a conducive workplace culture for FWAs by keeping an open mind and being facilitative in redesigning jobs or work processes to enable FWAs to work. Employers are encouraged to develop and document clear FWA policies and guidelines to guide the practice of FWAs in their workplace, and communicate these consistently across the workplace. Employers are also encouraged to empower supervisors to manage employees on FWAs and openly advocate the use of FWAs.
- Employees are encouraged to proactively engage their supervisors to explore suitable FWAs for themselves and be responsible in using FWAs to ensure the success of the FWAs.
- Supervisors are encouraged to be equipped with the necessary skills to manage employees on FWAs effectively.
- Co-workers are encouraged to be supportive of co-workers who are on FWAs to create a positive workplace culture.

c. Employers, supervisors and employees are encouraged to practise open communication.

- Employers, supervisors and employees are encouraged to have open communications regarding FWAs, and discuss FWA-related issues in an open manner.

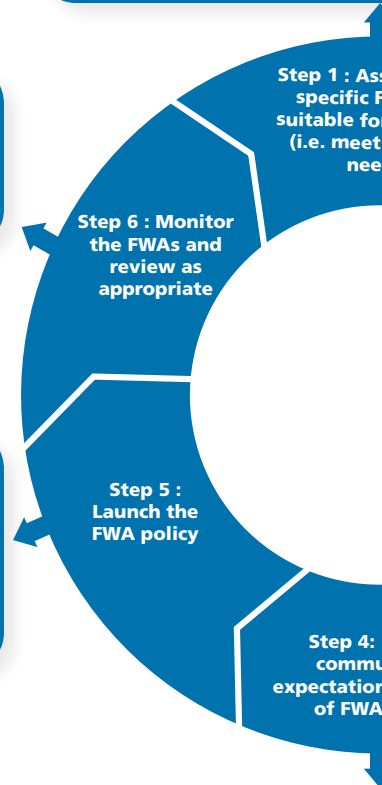
4. Practical Implementation Steps for Employers

Employers who are implementing FWAs for the first time may wish to consider these steps:

Employers can use FWAs to support their business needs. For example, by implementing FWAs, an employer can better attract and retain talent, build a wider manpower pool and reduce costs. This helps the employer to reduce costs and raise productivity. It is important for management to assess which FWAs will best support their business needs.

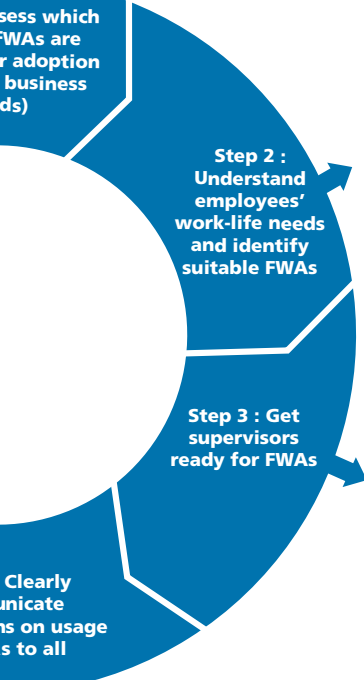
Employers are encouraged to regularly review the effectiveness of the FWAs and make adjustments where necessary to meet business and employees' needs. This can be done by seeking regular feedback from supervisors and employees.

When implementing FWAs, employers may choose to launch the FWA policy organisation-wide or start off with a selected group of employees or department. Large organisations or those which expect a complicated implementation process may wish to consider a pilot, so that any operational issues can be addressed early, facilitating a smoother roll-out of FWAs at the organisational level.



Employers are encouraged to communicate the usage of FWAs clearly to employees. This could include information on the process, evaluation criteria (for supervisors to respond to), and what should develop and document the process. Information (e.g. in the staff handbook) that access to, and knowledge of FWAs across the organisation.

support their business goals. For FWAs such as part-time work, the goal is to retain talent by recruiting and retaining experienced workers. To reduce recruitment and re-training costs, it is therefore important for senior management. Specific FWAs can be used to



Employers are encouraged to understand their employees' work-life needs while identifying suitable FWAs for implementation. This could be done through one-on-one discussions with employees. Bigger organisations may also wish to consider surveys or focus group discussions. The information gathered will be useful in deciding whether there is a need to implement new FWAs or enhance existing ones. Work-life consultants may be engaged to help employers with this.

Supervisors play an important role in ensuring the success of FWAs. Employers are encouraged to provide supervisors with formal training or other resources to manage employees on FWAs. Supervisors should also be empowered to give them greater confidence in evaluating FWA requests and managing employees on FWAs while ensuring business results continue to be met.

communicate their expectations to all employees and supervisors. This includes information on eligibility criteria, application process (including supervisors' use), and timeline for such applications. Employers should also communicate policies and guidelines on such FWAs through a handbook, intranet portal to ensure that the information is consistent

5. Getting Ready for FWA Requests



Employers who are implementing FWAs for the first time may wish to consider these steps:

For Employees

Before employees request to be on any FWA, they may wish to:

a. Assess their suitability for FWAs.

It is important that employees determine which type of FWAs would serve both their organisations' objectives and their own personal needs.

b. Consider the impact of FWAs on their employers, supervisors and co-workers.

For example, they can talk to co-workers who have used or are using FWAs to learn from their experience. Employees should also be responsible in ensuring that work standards and productivity are maintained (if not enhanced) when using FWAs.

c. Pro-actively engage their supervisors in open discussions on their FWA needs.

For pointers to consider in such discussions, employees can refer to **Annex A-1**. They should also give their supervisors sufficient time to assess their FWA requests before their desired start date (see **Annex A-2** for sample request form).

For Supervisors

When considering FWA requests, supervisors may wish to:

a. Familiarise themselves with the organisation's policies and procedures on FWAs.

This will ensure that supervisors handle FWA requests in accordance with the organisation's policies.

b. Consider every request objectively and respond in a timely manner.

Refer to **Annex B-1** for areas to note when evaluating requests for FWAs. The process usually involves open discussions with employees, and adjustments to the proposal to meet both parties' needs. It is good practice to document the reasons for the eventual decisions taken. If unsure, supervisors could seek assistance from HR or more experienced co-workers.

c. Clearly communicate expectations upfront.

This includes work deliverables, performance targets and work arrangements, and will ensure that the employees are appraised fairly on their performance subsequently.

d. If unsure, consider starting with a trial before moving on to a more regular arrangement.

A trial helps the supervisor to assess the feasibility of the new work arrangement, including any impact on business operations.



6. When Using FWAs

Employees

Employees using FWAs are encouraged to:

a. Use FWAs responsibly.

This includes being accountable for work deliverables, being contactable and responsive during work hours when working remotely or on alternative working schedules. Employees should seek approval from supervisors on the use of FWAs, and inform co-workers and customers in advance when using FWAs, particularly when working flexibly on an ad-hoc basis, to minimise disruptions to existing arrangements;

b. Adjust one's work arrangements when necessary to meet work exigencies.

This includes, for example, returning to office for an urgent meeting when one is telecommuting, and reverting to the original work arrangements where necessary to meet work needs;

c. Be mindful of the businesses' confidentiality and work safety policies when working remotely.

This includes taking steps to protect the security of work information and materials, including work space, tools and equipment if applicable.

Supervisors

Supervisors who oversee employees on FWAs are encouraged to:

a. Manage and appraise fairly based on work outcomes instead of 'face time'.

As with all work arrangements, work outcomes set should include clear targets and regular performance assessments to calibrate the effectiveness of employees on FWAs.

b. Regularly check-in with employees on FWAs on their work and performance matters.

This helps supervisors to ensure that the FWAs are working effectively. It also helps the employees, especially those who are telecommuting, to feel more engaged.



7. Conclusion

FWAs will benefit both employers and employees. To successfully implement and sustain FWAs, it is important to foster a workplace culture based on trust and reciprocity that supports open communications on FWA issues. Everyone has a role to play, whether it is the employer, supervisor, employee or co-worker.



8. Resources on FWAs

a. Questions and Answers on FWAs

Please refer to **Annex C**.

b. Resources for Employers

i. Case Studies

Annex D contains three case studies on Rockwell Automation Singapore Asia-Pacific Business Centre, Citibank Singapore Ltd, and Home-Fix The D.I.Y. Store. These case studies illustrate how employers both large and small have effectively implemented FWAs.

For more case studies, please visit www.tafep.sg.

ii. Employment Legislations to Note When Implementing FWAs

Annex E shows a list of employment legislations which are pertinent to FWAs.

iii. Government Funding

Employers who are considering implementing FWAs can seek funding support from the Work-Life Grant under the WorkPro scheme. WorkPro, jointly developed by the Ministry of Manpower (MOM) and the Workforce Development Agency (WDA), seeks to foster progressive workplaces, augment local manpower and strengthen the Singaporean core in our workforce. Administered by the National Trades Union Congress (NTUC) and the Singapore National Employers Federation (SNEF), the Work-Life Grant supports employers in the following ways:

- **Developmental Grant** of up to \$40,000 to defray the cost of implementing FWAs and other work-life programmes.
- **FWA Incentive** of up to \$120,000 to reward employers who provide and sustain work-life friendly cultures.

Please visit www.mom.gov.sg/workpro for more details. To apply for this funding support, please contact:

Singapore National Employers Federation (SNEF)

Hotline: 6827 6949

Email: wdm@snef.org.sg

National Trades Union Congress (NTUC)

Hotline: 6213 8383

Email: workpro@ntuc.org.sg

iv. Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP)

Tapping on its unique tripartite identity, TAFEP works in partnership with employer organisations, unions and the government to create awareness and facilitate the adoption of fair, responsible and progressive employment practices among employers, employees and the general public.

TAFEP provides tools and resources, including training workshops, advisory services, and educational materials, to help organisations implement these employment practices:

- Forums and training workshops on the implementation of work-life strategies including developing business case for work-life integration, and related topics for the sustainability of work-life strategies such as performance management, total rewards strategy and employee engagement;
- Consultancy mobile clinics which provide customised on-site advice and recommendations on an organisation's work-life strategy implementation;
- Networking sessions such as CEOs' dialogues and forums for HR practitioners to engage industry leaders and share work-life best practices.
- Resources such as local research to establish trends and provide new perspectives for employers and international studies; case studies on best practices and creative solutions to work-life issues; publications; and an online work-life toolkit containing policies, templates and success stories.

For more information on fair, responsible and progressive employment practices, refer to www.tafep.sg. Alternatively, employers may contact TAFEP at 6838 0969.

c. Resources for Employees

i. National Trades Union Congress Women's Development Secretariat (NTUC WDS)

The National Trades Union Congress Women's Development Secretariat (NTUC WDS) promotes work-life programmes to employers because NTUC WDS believes that an organisation's performance is highly intertwined with the well-being of its employees. Employees with a well-integrated work-life tend to be happier and more committed at the workplace. Therefore, employees with better work-life benefit both employers and employees.

Some of NTUC WDS's key initiatives include the U Flex initiative, which includes the WorkPro, U Flex and Little Ones@Work funding schemes, FWA Conference and Exhibitions, FWA workshops, FWA Job Fairs, and Best Companies for Mums Awards.

U Flex is a movement to encourage employers and employees alike to exercise flexibility at the workplace. The movement advocates for employers to offer FWAs so as to empower their employees to excel at work and in their roles and aspirations outside work.

Visit www.ntucwds.org.sg for more information.

ii. FWA Success Stories

For more stories on employees who have successfully used FWAs, please visit www.tafep.sg.

Annex A-1- Pointers for Employees to Consider When Requesting FWAs

Employees may wish to consider the following before they discuss their FWA request with their supervisors:

1. The reasons for making the FWA request.
2. The proposed FWA, which includes the type of work schedule and location.
3. How they would remain contactable and responsive to their supervisors, co-workers, and customers while on FWA, and how they will continue to deliver on work outcomes.
4. The start and end dates for the proposed FWA.
5. Alternative work arrangements if the proposed FWA is deemed to be unsuitable or not feasible.
6. Suitability and safety of the alternative work location.

Annex A-2- Sample Form for Employees to Request FWAs

Request for Flexible Work Arrangement (FWA) Form

To be completed by Employee

1. Details on FWA Options requested

- Starting time of work:
- Ending time of work:
- Working days:
- Working Location:

2. Reasons for request

3. Duration of FWA

- Start date:
- End date:

4. Ways to stay contactable

Name and Signature

Date

Annex B-1- Pointers for Supervisors to Consider When Evaluating FWA Requests

Considerations When Evaluating FWA Requests

Suitability of Job for Proposed FWA

1. Can the required work deliverables and standards be met under the proposed FWA?
2. Does the proposed FWA allow the employee to interact with his/her supervisor and/or peers?

Suitability of Employee for Proposed FWA

3. Can the employee work independently in the absence of supervisors/co-workers?

Work Performance and Requirements

4. Is there mutual agreement on how the employee's performance will be evaluated on the proposed FWA?
5. Is there mutual agreement on the expected work deliverables and standards?

Compensation, Benefits and Overtime

6. Is the proposed FWA likely to affect the compensation, benefits, and/or overtime of the employee? If so, does the employee understand and accept any changes that are likely to result due to the proposed FWA?

Safety and Equipment

7. Is the proposed alternative workplace location safe for the employee?
8. Is there mutual agreement on the extent of provision of work tools, equipment (e.g. laptops), and reimbursement of work-related expenses (e.g. broadband subsidies)?

Evaluation Process

1. Supervisors are encouraged to evaluate and respond to requests in a timely manner. **Annex B-2** shows a sample form for supervisors to fill after they have assessed a FWA request, which they could send to their HR department for record purposes.
2. Supervisors should give due consideration on the feasibility of the request taking into account business needs as well as the employee's past performance and working style. If necessary, management's approval should also be obtained.
3. In general, requests should be responded to within 21 days of receiving the request.
4. If the request cannot be approved, supervisors are encouraged to meet the employees to inform them of the reasons for rejection and where possible, discuss alternative arrangements.



Annex B-2- Sample Form for Supervisors After Evaluating FWA Request

Form after evaluating request for Flexible Work Arrangement (FWA)

To be completed by Supervisor

[Applicable if Supervisor decides to approve the request for FWA]

1. Details on mutually agreed FWA Options

- Type of FWA:
- Starting time of work:
- Ending time of work:
- Working days:
- Work location

2. Duration of FWA

- Start date:
- End date:

3. Mutually agreed ways to stay contactable

[Applicable if Supervisor decides not to approve the request for FWA]

4. Reasons for rejecting staff's request

Name and Signature

Date

Annex C - Questions and Answers on FWAs

For Employers

Q1. Will there be any impact on business costs with the implementation of FWAs?

For employers, FWAs are an investment that could require upfront costs in the short-term but provide long-term returns. These returns could be in the form of improvements in employee retention and morale; and higher productivity.

In the short run, employers can tap on government assistance such as the WorkPro scheme to defray the initial costs of implementing FWAs. Some FWAs such as staggered hours also involve minimal or no cost while telecommuting may lower utility or real estate costs.

Q2. How can the employer ensure that business outcomes are still met with FWAs?

Employers are encouraged to communicate clearly their expectations to the employee on work performance and deliverables upfront before approving the FWA request. Employers may also wish to consider starting FWAs on a trial basis to help manage expectations and allow time to assess their effectiveness.

Q3. Does the employer have to offer FWAs to all employees?

Employers are encouraged to offer FWAs to all employees, as work-life needs exist across different life stages. The type of FWAs offered would however depend on the nature of the jobs or industries. For example, in the retail industry, front-line employees may work flexible hours, part-time or on a compressed work week.

Q4. Does the employer have to comply with employment laws when FWAs are implemented?

The employer is required to comply with the relevant employment laws even when FWAs are implemented. A list of the relevant employment laws can be found in **Annex E**.

For example, the employer has a duty under the Workplace Safety and Health Act (WSHA) to take reasonably practicable measures to ensure the safety and health of the employees at work. In the context of ‘telecommuting’ or ‘working from home’, however, it is not practical for the employer to ensure that all hazards that exist in the employee’s home are eliminated or mitigated in view that the employer will not have control and management over the employee’s home.

The employee should be mindful of the hazards that may exist in his/her alternative work environment, (e.g. home, cafe) and take reasonable care of his/her own health and safety while working in this environment.

Q5. What should employers who have already implemented FWAs take note of?

Employers who have already put in place FWAs are encouraged to regularly review the effectiveness of the FWAs and consider enhancing their current arrangements. The steps listed at **Section 4. Practical Implementation Steps for Employers** are relevant not just to employers who are getting started, but also employers who have already implemented FWAs.

For Supervisors**Q6. How can a supervisor evaluate the employee's request for FWA?**

The supervisor is encouraged to assess the FWA request based on business needs and taking into account the employee's past performance, working style and work-life needs.

If the supervisor is unable to accede to the employee's request, the supervisor is encouraged to meet with the employee to inform him/her of the reasons for rejection and where possible, discuss alternative arrangements. It is also useful for the supervisor to document the decision on the request and the reasons for it.

Q7. How do supervisors assess the performance of employees on FWAs?

Before approving the FWA request, supervisors are encouraged to clearly communicate their expectations on work performance and deliverables to the employees. The employees should subsequently be appraised based on work outcomes delivered instead of 'face time'. Supervisors are encouraged to have regular communications with the employees to monitor that the agreed outcomes are being met.

Q8. How does the supervisor benefit from the implementation of FWAs?

FWAs provide supervisors with additional options to manage employees with different work-life needs. Meeting the employees' work-life needs helps the supervisor to better retain employees, and reduce the need to hire and train new staff. Studies⁵ have also shown that employees who have their work-life needs met are more engaged and productive at work.

⁵ The Straits Times-Employer Alliance (ST-EA) Survey on Work-Life Integration and Flexible Work Arrangements (FWAs) released in July 2014 found that 88% of employers recognised improved employee satisfaction as one of the benefits of implementing work-life initiatives such as FWAs while 81% of employers recognised improved employee productivity as one of the benefits of implementing work-life initiatives.

For Employees**Q9. How will FWAs affect the employee's remuneration?**

If the FWA results in a shorter work schedule (e.g. part-time work), the employee's salary (and sometimes benefits) will usually be pro-rated. The employee should find out more about these implications before applying for the FWA.

Q10. Is it true that an employee's career prospects will be affected if he/she takes up FWAs?

It is useful for the employee to have an open discussion with his/her supervisor to understand the latter's expectations on work performance and deliverables before taking up FWAs. Supervisors should appraise employees on FWAs based on their results achieved and objective performance criteria which are fairly applied across all employees.

Nonetheless, certain types of FWA (e.g. part-time) may result in a change in the work scope and responsibilities of the employee. For such instances, the employees are encouraged to have a candid conversation with their supervisor on the feasibility of this option, the expectations and deliverables before taking up the FWA.

Q11. Would the employee be eligible for work injury compensation if he/she gets hurt outside the office while working?

The employee may be eligible for compensation if the injuries sustained arose out of and in the course of work. Nonetheless, the employee should be mindful of the hazards that may exist while working outside the office and take reasonable care of his/her own health and safety while doing so.

Annex D - Case Studies

Case Study 1. Rockwell Automation Singapore Asia Pacific Business Centre: FWAs and Other Work-Life Solutions with a Creative Touch

Rockwell Automation Singapore is a multi-national company that provides industrial automation and information for businesses. In 2006, the organisation's Asia Pacific Business Centre was formed in Singapore and today employs nearly 600 staff.

Using FWAs to enhance company branding as an employer of choice

Rockwell prides itself as having work-life solutions with a creative touch. An example is that of the Compressed Work Week (CWW). During school holiday periods, employees on CWW can leave at 12:30pm on Fridays to spend longer weekends with their families.

“ Ms Marsitah Sulong, Production Operator, said that compared to her co-workers who are on rotating shifts, she enjoys permanent morning shift hours – 8.30am to 5.30pm (Monday to Friday). This allows her to prepare breakfast and bring her kids to school before she starts work. She can also leave work promptly to prepare dinner for her family and spend the weekends with her family. ”

Helping employees to manage work-life issues

The FWA policies are communicated to all employees via various channels such as town hall sessions with all employees, electronic communication newsletters by HR, department meetings and general emails.

Rockwell also appointed an external vendor, “Workplace Options”, to provide employees and their families with professional assistance on managing work-life issues, via a 24-hour counselling hotline manned by trained counsellors on work-life related issues.

“ HR Director Dennis Ng said: “We consistently listen to our employees and help them meet their work-life needs through our range of work-life initiatives. We have created a name for ourselves in the industry as a Differentiator – a company that truly cares and engages employees”. ”

Monitoring and reviewing FWAs

Rockwell reviews the FWAs implemented via its biennial Global Voices Survey. Its management also conducts monthly dialogue sessions with employees to obtain feedback.

Case Study 2. Citibank Singapore Ltd: Customised Work-Life Solutions to Maximise Employee Efficiency

Citi Singapore is a leading financial services institution with more than 10,000 employees in Singapore. Citi Singapore recognises the importance of aligning workplace considerations to business strategy.

Citibank's Citi Work Strategies (CWS) Programme

Employees are offered a wide range of flexible work options. Employees are empowered to decide on alternative work locations and work outside the traditional working hours. This enables them to create tailored work-life solutions to let them maximise their personal and professional efficiency.

Assessing employees' suitability for FWAs

Before putting up a FWA request, employees must first perform a self-assessment on the Citi Works Strategies (CWS) website to ascertain if their personal working style and job scope are suitable for that particular FWA. The relevant team managers will assess each FWA request and discuss with their employees the best Work-Life solution while ensuring that business needs and client priorities are still met.

Citibank's management recognises that not all FWAs may be applicable to specific roles in operations and relationship management. Employees in these roles can choose other flexibility schemes such as part-time or job-sharing arrangements which allow them to have better work-life integration without compromising the business needs of the company.

“ *Kian Mun, Vice-President of Asia Pacific Compliance, whose job let her tap on these FWAs, said: “When working in the office posed various challenges for me to meet my changing and urgent family commitments, the CWS Programme gave me the flexibility to juggle effectively between work and family needs. Not only does my job get done, there are minimal work disruptions. As my job does not require me to face customers, most meetings can be held via conference calls and I am reachable any time by email or cell phone.”* **”**

Considering FWA requests objectively

Citibank recognises that different employees have different work-life needs. Managers in Citibank are encouraged to respond to FWA requests by reviewing the employee's job nature and asking questions relating to the job, employee and team, rather than the personal reasons behind these requests and evaluate requests based solely on these reasons. Managers are encouraged to assess all options available, including technology and information security support while working closely with their HR colleagues.

Case Study 3. Home-Fix The D.I.Y. Store: Part Time Work, Full Time Success

Home-Fix is a home-grown hardware retail-chain that is a familiar household name in Singapore. From its humble beginnings as a traditional hardware store in Geylang Serai, Home-Fix now operates over 20 stores in Singapore and another 11 stores in Malaysia and Indonesia.

Tapping on FWAs to widen the manpower pool

Since 2011, Home-Fix has introduced work-life policies and programmes such as a five-day work week for retail staff and employment of casual workers during peak periods to cope with the additional workloads, and introduced flexibility for career and personal progression.

“ *Mohd Hoesny Bin Mustafa, Retail Supervisor, said “Because of the five-day work week scheme, I was able to take up a course on “Advanced Certificate in Retail Supervision”. Having two off days allowed me to do two modules at the same time - one module in the day and another module in the evening. This has helped me get my Advanced Certificate in a much shorter time. Thank you, Home-Fix management!”*

”

Engaging part-time workers

About 27% of Home-Fix’s workforce work part-time. Home-Fix regularly reviews its policies on part-time work, so as to integrate part-time employees into the organisation and keep them engaged. To recognise their commitment and experience, part-timers now qualify for merit allowances, store-level incentives and individual sales incentive schemes.

Equipping supervisors with the skills to manage workers on FWAs

Home-Fix also coaches and trains its managers on good people management practices, strategies for managing a diverse team of part-timers and tips on managing mature employees. A strong culture of open communication is also built through its monthly store managers’ meeting, where managers have regular feedback sessions with the HR team.

Managing and appraising fairly based on work outcomes

Home-Fix reviews the performances of full-time staff and part-timers through its Home-Fix annual performance appraisal exercise. Similar to full-time employees, part-timers are appraised fairly based on a range of factors including customer service, job tasks, product knowledge and work attitudes.

Annex E - Employment Legislations to Note When Implementing FWAs

Employers should be mindful of the following employment laws when implementing FWAs. Please visit the Ministry of Manpower website (www.mom.gov.sg) for more details.

Applicable Law	Description
<p>Employment Act (EA)</p> <p>Refer to the Ministry of Manpower website (www.mom.gov.sg) for more information on calculation of overtime and public holiday pay, pro-ration of benefits, etc.</p>	<p>WORKING HOURS</p> <ol style="list-style-type: none"> 1. The contractual working hours should not exceed 8 hours in a day or 44 hours in a week. However, flexibility can be exercised for the following circumstances, and such variations should be stated clearly in the employment contract: <ol style="list-style-type: none"> a) If the employee works less than 8 hours on 1 or more days in a week (i.e. on flexi-time arrangement), he/she can work up to 9 hours in a day but the total working hours in a week is still capped at 44; b) If the employee works 5 days or less in a week (e.g. shifting from a 6-day to 5-day work week), he/she can work up to 9 hours in a day but the total working hours in a week is still capped at 44; c) If the employee works less than 44 hours every alternative week, he/she can work more than 44 hours in the other week. This arrangement must be stated in the employment contract, and is subject to a cap of 48 hours in 1 week or 88 hours in any continuous 2-week period; d) If the employee works in shift, he/she can work up to 12 hours in a day, provided that the average working hours each week are capped at 44 when computed over a continuous 3 week period. e) If the employee works consecutively for 8 hours or more, the duration in which he/she works must include a break of at least 45 minutes during which he/she will have the opportunity to have a meal.

PART-TIME WORK (less than 35 hours a week)

2. The part-time employee's employment contract must specify his/her:
 - a) hourly basic rate of pay;
 - b) number of working hours for 1 day or 1 week;
 - c) number of working days for 1 week or 1 month; and
 - d) hourly gross rate of pay, with the description and amount of each allowance payable separately itemised.
3. If the part-time employee works for at least 5 days in a week, he/she is entitled to 1 rest day per week.
4. The part-time employee who has completed 3 months of service is entitled to the following:
 - a) paid public holidays;
 - b) paid annual leave; and
 - c) paid sick leave.

The above-mentioned benefits can be pro-rated based on the employee's working hours, using the yearly entitlement of a similar full-time employee as the benchmark.

5. The part-time employee is entitled to the same maternity benefits and protection as a full-time employee.

OVERTIME

6. Overtime allowance is payable if the working hours exceed an average of 44 hours/week. The employee must be paid no less than 1.5 times his/her hourly basic rate of pay for overtime.
7. The part-time employee should also be paid for overtime work :
 - a) For work that exceeds the part-time employee's normal daily working hours but not the normal hours of work of a similar full-time employee, payment should be at the part-time employee's basic hourly rate of pay;
 - b) For work that exceeds the normal hours of work of a similar full-time employee, payment should be at 1.5 times the part-time employee's basic hourly rate of pay.

Workplace Safety and Health Act (WSHA)

8. Employers must ensure the safety and health of their employees at work, subject to practicability and degree of control over the place of work.
9. Other than conducting risk assessments of the workplace, employers are encouraged to exercise due diligence and take additional measures to mitigate the risks such as refining relevant policies like insurance coverage or home working rules and regulations, communicating safe working procedures to employees, etc.

Workplace Injury Compensation Act (WICA)

10. Employers could be liable for claims for injuries sustained in the course of work and due to work, including instances where work was conducted outside the official work location (e.g. overseas work trips).

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ON WORK-LIFE STRATEGY

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