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TRIPARTITE GUIDELINES ON BEST WORK-LIFE PRACTICES INTRODUCTION

This set of Guidelines on Best Work-Life Practices is issued by the Tripartite Committee on Work-Life Strategy (TriCom) - comprising Ministry of Community Development and Sports (MCDS), Ministry of Manpower (MOM), National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF).



The TriCom recognises that Work-Life Strategy is an innovative approach that addresses organisations' business needs as well as the needs of the workforce. It believes that a happy employee who can effectively manage work and family responsibilities is a productive worker. Hence, Work-Life Strategy is a win-win concept that benefits both employers and employees.

These Guidelines cover the three main groups of work-life programmes, namely:

- Family Care Leave
- Flexible Work Arrangements
- Employee Support Schemes

The guiding principles that underpin these Guidelines on Best Work-Life Practices are:

1. Work-life practices should have a positive impact on the productivity and customer service of a company.

TRIPARTITE GUIDELINES ON BEST WORK-LIFE PRACTICES



2. Work-life practices should help to provide optimum conditions for employees to effectively manage work and family responsibilities, thereby improving the quality of family life.
3. Employees should be personally responsible and accountable in their use of work-life practices.
4. Employers should promote work-life practices as incentives that would not erode business competitiveness over time.

These guidelines serve as a roadmap for employers who are keen to implement and benefit from Work-Life Strategy. Also included in this pamphlet are some case examples of organisations whose best practices illustrate the Guidelines on Flexible Work Arrangements and Employee Support Schemes, as well as comments on how these case examples illustrate the Guidelines. Most of these case examples were chosen from the publication “Family Friendly Firm Award: A Showcase of the 2002 Winners’ Practices”.

Part 1

TRIPARTITE GUIDELINES ON BEST WORK-LIFE PRACTICES FAMILY CARE LEAVE

1A. Definition of Terms

For the consideration of these guidelines, “Family Care Leave (FCL)” comprises all forms of non-statutory leave benefits relating to the family of an employee, where family is typically defined as spouse, children, parents, siblings, parents-in-law and grandparents. The occasions for such leave may be happy (birth and marriage) or sad (sickness and death).

1B. Guidelines

1. FCL is normally granted by employers to enable employees to fulfill family obligations relating to birth, marriage, critical illness and death.
2. FCL can be paid or unpaid, depending on the individual employer’s benefit policy.
3. Employers who grant annual leave well above the labour market median* would generally not be expected to provide FCL.





4. Employers should have defined policies and lay down specific qualifications and conditions for the administration and implementation of FCL.
5. FCL is non-cumulative and shall not be encashed when employment is terminated.
6. Employers would expect employees to exercise personal responsibility and, when necessary, to provide documentary evidence, when applying for FCL.

* Employers should refer to current labour market figures. For example, for Jun 2002, the percentage distribution of full-time employees by type of annual leave entitlement and occupational group was as follows:

Broad Occupational Group	14 Days & Below [#]	15-21 Days	Over 21 Days
Total %	58.5	33.7	7.7
Professionals, Managers, Executives & Technicians	30.3	53.0	16.6
Clerical, Sales & Service Workers	61.1	32.8	6.1
Production & Transport Operators, Cleaners & Labourers	80.1	18.5	1.4

[#] "14 Days & Below" includes no fixed number of days of annual leave

Part 2

TRIPARTITE GUIDELINES ON BEST WORK-LIFE PRACTICES FLEXIBLE WORK ARRANGEMENTS

2A. Definition of Terms

For the consideration of these guidelines, "Flexible Work Arrangements (FWAs)" cover working arrangements that differ from traditional workplace-centered arrangements of evenly distributed daily work hours, and are offered by the employer to enable employees to better manage work and family responsibilities. FWAs include, and are not limited to: flexitime, compressed work schedules, part-time and telecommuting. In the context of these guidelines, the various FWAs are defined as follows:

Flexitime

Flexitime refers to working schedules that allow full-time employees to choose their starting and ending times daily, within limits set by management. Employees typically still work a fixed number of hours per day.

Compressed Work Schedules

Compressed Work Schedules refer to work schedules that involve working longer hours per workday over fewer days. For example, in a typical 44-hour week, a compressed work schedule could involve:

- 4 workdays of 11 hours each, over 1 week; or
- 3 workdays of 12 hours each and 1 workday of 8 hours, over 1 week.

Part-Time

Part-Time in Singapore refers to a work arrangement in which the employee works fewer than 30 hours per week (as prescribed by legislation).



Telecommuting

Telecommuting is defined as a work arrangement that allows employees to carry out [all or part of] their work at a location away from the conventional office, either in the employee's home, satellite offices or neighbourhood work centres. Also known as telework or flexiplace.

Note: *Satellite offices refer to convenient locations away from the main office that serve as workplaces for only employees of a single organisation. It can be viewed as an organisation branch office that cuts down on employees' travelling time. Neighbourhood work centres refer to satellite offices that are shared by employees from more than one organisation.*



2B. Guidelines

The following guidelines apply to all FWAs.

1. FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.
 2. Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.
 3. Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.
 4. Employers should seek employee input before implementing any FWAs.
 5. Employers and employees should agree on the relevant procedures for review of FWAs, including when an FWA's effectiveness would be assessed (typically 3 months after implementation) and action to be taken when discontinuing the FWA.
 6. Employers should ensure a certain stability of income for employees working on FWAs.
- With regard to Flexitime,**
7. Employers generally stipulate a standard number of work hours per day, including core hours, in which all employees must be present.



8. The administration and implementation of flexitime could be formal or informal, and should be formalised over time.

With regard to Compressed Work Schedules,

9. Employers should ensure they comply with Part IV (Hours of Work and Overtime) of the Employment Act. More details can be obtained at: <http://www.mom.gov.sg>.
10. Employers should ensure the safety and health of employees are not adversely affected by compressed work schedules.

With regard to Part-Time,

11. Employers should ensure that they comply with the Employment Act and the Employment (Part-Time Employees) Regulations 1996. More details can be obtained at: <http://www.employmenttown.gov.sg>.

With regard to Telecommuting,

12. Employers normally would cover all costs out of and arising from work, including: office supplies, Internet access, telecommuting equipment e.g. laptops, installation of chat software.
13. Employers should cover all insurance liabilities out of and arising from work.
14. Employers can stipulate that telecommuting employees spend a certain percentage of their work hours at the workplace.
15. Employers would normally expect telecommuters to be especially prudent with regard to information security.



Part 3

TRIPARTITE GUIDELINES ON BEST WORK-LIFE PRACTICES EMPLOYEE SUPPORT SCHEMES

3A. Definition of Terms

For the purpose of these guidelines, “Employee Support Schemes (ESSs)” refer to educational and financial assistance initiatives provided by the employer that can help employees effectively manage work and family responsibilities. ESSs include subsidies for dependents of employees, scholarships or educational assistance for employees and their dependents, health and wellness programmes, family life education, childcare centres etc.



3B. Guidelines

1. ESSs are granted at the discretion of the employer and should be made known and available to all employees.
2. It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.
3. An employee’s use of ESSs should not affect the employer’s appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).
4. ESSs should preferably be carried out outside the employee’s working hours, and thus not disrupt employee work performance and the employer’s business or operations.

SOME BEST PRACTICE EXAMPLES OF FLEXIBLE WORK ARRANGEMENTS IN SINGAPORE

Case Example 1: **Citigroup**

Citigroup is committed to a holistic and comprehensive work-life benefits programme that is targeted at all staff. This practice stems from the belief that “employee satisfaction drives customer satisfaction”.

Citigroup offers a wide range of Flexible Work Arrangements including flexi-hours, telecommuting, compressed work week and permanent part-time positions. One programme that reflects Citigroup’s commitment to the staff is called Excellence in Teamwork and Efficiency or EXCITE. Under the programme, staff are encouraged to work more efficiently and leave the workplace earlier to ensure a better work-life balance.

Regular feedback from staff indicates that the permanent part-time and compressed work week, in particular, benefits the female staff. This allows them to spend more time with their families. Other staff members are also supportive of the company’s wide choice of FWAs, which they believe, allows them to adjust their lifestyles better.

With work-life initiatives, Citigroup has benefited from lower attrition rates, a better working environment and greater productivity.

Citigroup’s experience illustrates the application of the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 3 - Employers should ensure as far as possible that all

employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

The company’s wide range of FWAs was made known and available to all staff and allowed them to adjust their lifestyles better.

Case example 2: **Du Pont Company (Singapore) Pte Ltd (DuPont)**

DuPont Singapore offers FWAs such as staggered work hours and part-time employment to its employees. The company also offers a temporary offsite work programme for employees who have to take care of critically ill family members. Through this arrangement, employees with critically ill family members could take care of them and at the same time meet the demands of the job that requires working with people in several different countries and time zones. This is achieved via a company-provided ISDN line and modem.

DuPont's case illustrates the application of the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 2 - Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.

Guideline 3 - Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

The FWAs are offered to all, but the temporary offsite work programme is particularly suitable to employees with special circumstances as mentioned above. Due to the mutual trust and accountability, the FWAs have been a win-win for everyone including DuPont's customers, shareholders and the wider community.

Case example 3: **IBM Singapore Pte Ltd**

IBM implemented the mobility programme in 1996, giving its employees the flexibility to choose when and where to do his or her work. The management focus is on achieving business objectives, and provides all mobile infrastructure to help employees achieve these objectives. In 1996, IBM implemented telecommuting, whereby employees spend less time travelling to and from work and more time with their families. Another FWA offered by the company is flexi-time that allows employees to choose a time to start work between 7:30am and 9:30am, staggered by 15 min intervals.

IBM's case illustrates the application of the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 2 - Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.

Guideline 3 - Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

The FWAs offered by IBM were implemented in 1996. Both employer and employees have benefited from these arrangements. The FWAs offered work well because there is mutual trust and accountability. In the words of an employee, "the flexibility ensures a rich and quality lifestyle for myself".

Case example 4: **KK Women's and Children's Hospital (KKH)**

KKH is the first hospital in Singapore to implement flexibility in shift work arrangements - e.g. 12-hour, 5-day week and 6-day week shifts. More and more employees are on the implementation, resulting in higher morale and better work satisfaction among the nurses and most importantly, higher customer satisfaction. An increasing number of employees are on FWAs, whereby one in three employees are on some form of FWA offered. KKH is also the first hospital to offer junior doctors the choice of part-time employment.

Besides offering a wide range of work-life programmes, KKH also developed its own Work-life Manual that provides guidelines to its managers in creating a supportive and flexible work environment. Training is also provided to equip its managers with the right skills to successfully implement flexible work arrangements in their work areas.

KKH's experience clearly illustrates the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 2 - Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.

Guideline 3 - Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

Guideline 4 - Employers should seek employee input before implementing any FWAs.

The FWAs offered by KKH as part of its work-life programmes have benefited both the hospital and employees. Even though one in three employees are on some form of FWAs, efficiency and productivity has not suffered. Furthermore, KKH has taken the initiative of having its own Work-Life Manual and provided training to its managers on how to implement FWAs successfully. To be the first hospital to offer a wide range of FWAs and to do it well, KKH believes in communicating with and seeking input from employees.

Case Example 5: **NTUC Income Insurance Co-operative Ltd**

The FWAs offered by NTUC Income are part-time work, telecommuting and job sharing. Flexi-time is also offered to allow employees to choose their starting and finishing times so as to cater to their family needs. Employees with heavy family commitments find the FWAs valuable because they are able to continue working, and at the same time, fulfill their commitments.

NTUC Income experiences a lower turnover rate and finds that their employees are more motivated as a result of the work-life initiatives. Sick leave taken has also dropped over the 3 years, from an average of 4.7 days to 4.2 days in 2001.

NTUC Income's experience illustrates the application of the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 2 - Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.

Guideline 3 - Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

The company offers a wide variety of FWAs to all employees. Employees are more motivated and the sick leave average has dropped.

Case example 6: **The Singapore Civil Service**

The Singapore Civil Service provides its employees with a comprehensive package of Flexible Work Arrangements (FWAs) to allow them to better manage their work and family responsibilities while meeting the organisational needs of the Service. Since the 1970s, the Service has offered a wide spectrum of initiatives including flexi-time, telecommuting and the Part-Time Employment Scheme (PTES) to cater to the different needs of employees. Officers can go on no-pay leave to accompany their spouses who are posted overseas, for studies or to look after their young children. These arrangements have not only made the work environment in the Civil Service more conducive, but also enabled the Service to continuously attract and retain good officers.

Recently, the Civil Service reviewed and improved the PTES. The key features of the improved scheme are as follows:

- The PTES is now open to all officers, whereas previously only married female permanent officers with childcare commitments and officers who were re-employed upon retirement were eligible to apply for it;
- Typical PTES work-hours options available are 11 hours, 21 hours and 28 hours per week, whereas previously there were only two options viz. 21 and 28 hours per week. In addition, ministries may also set other work options as needed, subject to the minimum 11 hours per week.

Singapore Civil Service's PTES illustrates the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities.

Guideline 3 - Employers should ensure as far as possible that all employees are eligible to be considered for available FWAs, but keep in mind that some jobs are unsuitable for certain FWAs.

Guideline 6 - Employers should ensure a certain stability of income for employees working on FWAs.

Some quotes from civil servants on the revised PTES:

“The PTES has allowed me to meet my aspiration to be a nurturing mother, while still contributing positively to the public service rather than not at all. It lowers the barrier for coming back to full-time work later on.”

“I am very grateful to my department for allowing me to work part-time, so that I can work and look after my young child, when other child-care options are not suitable. This part-time scheme is an employer/family-friendly initiative, as it provides an avenue for officers who need to adjust their work arrangements so as to tide over ‘difficult times.’”

“PTES is one of the best options that is open to civil servants. It is for those officers whose presence are genuinely needed at home, and at the same time it allows an officer to continue to draw a partial income. Of course, an officer must not abuse this and be willing to contribute in a meaningful way back to the organisation.”

Case Example 7: **Yokogawa Electric Asia Pte Ltd**

In relation to job-sharing, Yokogawa offers permanent part-time employment to its employees. Employees on permanent part-time employment find that they are able to spend more time with their families and at the same time interact with their colleagues. The company has found that by initiating work-life programmes, such as FWA, attrition rate is almost zero. The average length of service in the company is 10 years, and medical cost and sick leave are below the national average.

The adoption of work-life programmes is in keeping with Yokogawa’s ETS or Enterprise Technology Solutions. This is a complete, flexible and open business approach to meet the challenges of a more competitive business environment. In the words of the Company’s spokesman, “the outcome of the family friendly programmes is to generate pioneer and team spirit in our employees”.

Yokogawa’s experience illustrates the application of the following guidelines:

Guideline 1 - FWAs are offered by employers to employees to enable the latter to better manage work and family responsibilities

Guideline 2 - Employers would expect employees to exercise personal responsibility when working on FWAs, which work best when there is mutual trust and accountability.

Employees have found that such arrangements allow them to spend more time with their families and interact with their colleagues. Instead of abuses, Yokogawa’s medical cost and sick leave are below the national average, and it is able to retain its employees.

SOME BEST PRACTICE EXAMPLES OF EMPLOYEE SUPPORT SCHEMES IN SINGAPORE

Case example 1: **Hewlett-Packard Singapore Pte Ltd (HP)**

HP offers a wide range of ESS to its employees. These include workplace health programmes including promotion of health oriented lifestyle for staff and family members, health screening, health talks, fairs, exhibitions, sporting or recreational activities and fitness tests. The company also provides family insurance including hospital and surgical insurance plan for dependents, outpatient subsidy for dependents and major medical plan for dependents.

The company also provides opportunities for staff's children to tour parents' workplace, employee assistance programmes for personal and family matters, clinic services and lactation facilities for new mothers. The consequences of these work-life initiatives are low attrition rate, higher productivity and customer satisfaction.

HP's examples of ESS illustrate the following guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

The ESS offered are made known and available to all employees and these have enable employees to reach their fullest potential and help company achieve business success.

Case example 2: **KK Women's and Children's Hospital (KKH)**

KKH has a comprehensive range of ESSs for staff that includes the following -

- Kid@work Scheme that provides back-up childcare for staff on a short-term basis. Staff with children above 7 years old may bring them to the Family Resource Centre at the workplace when their regular caregivers are unavailable.
- Annual "Wind Beneath My Wings" Award that gives recognition and shows appreciation to supportive family members of staff.
- Range of convenience services for staff, including dinner pick-up and laundry services.
- A lactation room and provides lactation counseling for staff.
- Family Day and Kiddies' Day, the latter of which allows staff's children to visit their workplace and be entertained.
- Family life education and healthy lifestyle programme for staff.
- Extension of patient education programme to staff.
- Marriage gifts and new-born gifts.

KKH's wide and comprehensive range of ESSs offered embodies all the guidelines as follows:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

Guideline 3 - An employee's use of ESSs should not affect the employer's appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).

Guideline 4 - ESSs should preferably be carried out outside the employee's

working hours, and thus not disrupt employee work performance and the employer's business or operations.

The wide choice of ESSs offered by KKH has made the hospital “an even better place to work”. It has enabled employees to manage their work and personal lives effectively and staff have expressed their appreciation of the work-life programmes offered by the employer.

Case example 3: **Merck Sharp & Dohme (Singapore) Ltd (MSD)**

MSD offers ESS such as Stress Buster Programme that helps its employees to manage work stress. There is also outpatient dependent healthcare, as well as family day and dinner and dance. MSD also offers family information and referral service, family life education and Vaccines Immunisation Programme for Hepatitis A, B and Chickenpox. There is also outpatient dependent healthcare, family day, dinner and dance. With these work-life initiatives, MSD has been able to retain top talent in the company and lower staff attrition rate.

MSD's experience illustrates the following ESS guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

Guideline 3 - An employee's use of ESSs should not affect the employer's appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).

Since the ESSs are made known and available to all employees who have the responsibility to utilise them, the employees view MSD as “a caring employer” that is “responsive to the needs of the employees and their families.” MSD has found that these work-life initiatives have raised employee morale and increased job satisfaction level.

Case example 4: NTUC Income Insurance Co-operative Ltd

NTUC Income offers the following ESSs to all its employees:

- 1 hour per week for all staff, allowing them to participate in organised physical exercises
- Registration and sponsorship of registration fees for external talks on family and work-life for staff.
- Electronic booking system allows staff hassle-free registration for any event or activity.
- Organised activities and events for family and friends, like overseas trips, New Paper Big Walk and other major sporting events.
- The i-PAL programme provides a social internet channel for single employees to find friends within and outside the organisation.
- Selected videos are screened during lunch hour, covering topics such as arts appreciation, the values of life and positive thinking.
- Lunch n Learn talks covering topics healthy lifestyle and family life
- Time off to allow staff to take care of family emergencies and allow staff make up time on the same day or another working day

These ESSs have helped to create a nurturing and supportive work environment. Consequently, staff morale is enhanced and productivity has also improved.

The NTUC Income experience clearly illustrates all the following guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

Guideline 3 - An employee's use of ESSs should not affect the employer's appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).

Guideline 4 - ESSs should preferably be carried out outside the employee's working hours, and thus not disrupt employee work performance and the employer's business or operations.

The ESSs are offered to all employees. As a result of these work-life initiatives, staff productivity has improved. A number of the activities are also conducted outside working hours.

Case example 5: **SP Consulting (International) Pte Ltd**

SP Consulting provides ESSs such as insurance coverage for staff and all non-working spouses, monetary gifts for births and marriages and outings for staff and underprivileged persons. The company also participates in Family-Life Ambassador programmes such as talks and workshops on family-education, parenting and personal development. SP Consulting allows employees to bring children to office in the event of contingencies, especially when their regular care-givers are not available.

The company has found that these work-life initiatives have resulted in an attrition rate of 0 for 2001 and 2002. About 60% of their employees have been with the company for 6 years or more, and productivity and profitability are both higher.

The ESSs offered by SP Consulting illustrate the following guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

Work-life initiative such as the ESSs offered by SP Consulting has helped the company to retain its most precious resources, that is human capital. The employees have found that the company's Family Life policy enables them to have a flexible and balanced lifestyle.

Case example 6: **The Prisons Department (Ministry of Home Affairs)**

Mindful of the responsibilities of its Officers as "Captains of Lives" in treating and rehabilitating of inmates, the Prisons Department offers a very wide range of ESSs to help staff achieve a balance in work and family demands. These include:

- Group Childcare Participation with discount rate for children of staff
- Educational tour for staff's children during school holidays to local plantations, animal farms, food factories, etc.
- Parenting Workshop on Children Financial Matters and child-related issues
- Family Tours to places of interest like Malaysia, Thailand and Korea
- Children Holiday Programme including camp and nature walk etc.
- Volunteer Activity - trip to Sungei Buloh Nature Park and Escape Theme Park with children from Children Welfare Home
- Activities for Singles - trips to Mount Ophir, Pulau Redang and Pulau Tioman
- Elder Care - talks, visits to Elder Care Centre and workshops on eldercare
- Corporate Card Membership Schemes for Singapore Zoological Gardens, Night Safari, Sentosa, Singapore Science Centre, Jurong Bird Park and Aranda Country Club Chalet
- Organised talks and seminars on health, marriage enrichment, self-improvement, retirement and financial planning
- Staff Volunteer Scheme including a volunteer trip to Cambodia, Food Donation Exercise for Society For Physically Disabled etc.
- Self Interest activities e.g. basic vehicle maintenance workshop, DIY herb growing workshop, balloon sculpting
- Sports and Outdoors activities including aerobics, abseiling, and regular Walk-A-Jogs
- Organised Health Screening by NKF with Healthy Lifestyle Committee

- Other Health Programmes include Health Seminars, Foot Reflexology, Backcare and Aromatherapy.
- Medical Insurance For Staff
- Active Day and Mental Health Day

The Prisons Department has found that when employees are less distracted by family problems, they are more productive and inspired. Since one of the ESSs offered is organising talks on retirement and financial planning, employees know how to invest for their own future. Consequently, they have been able to maintain a high standard of performance.

The very wide range of ESSs offered by the Prisons Department embodies all the following guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - It is the onus of employees to utilise the ESSs provided, and they should exercise responsibility when using them.

Guideline 3 - An employee's use of ESSs should not affect the employer's appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).

Guideline 4 - ESSs should preferably be carried out outside the employee's working hours, and thus not disrupt employee work performance and the employer's business or operations.

The ESSs are offered to all. The Quarterly Employee Satisfaction Survey conducted by the Department shows the average positive response is more than 80%. This suggests a high rate of participation for the ESSs offered. Furthermore, high standards of performance are maintained with a large numbers of the activities involving the family being carried out outside working hours.

Case example 7: **Temasek Polytechnic (TP)**

As a Family Life Ambassador, TP organizes and conducts talks and workshops on family-life education, parenting and personal development. TP provides subsidies to staff who join as members of the Social Development Unit or the Social Development Service. TP has a Wellness Section devoted to promoting the physical, intellectual, emotional, social, occupational and spiritual well-being of its employees. Monthly talks are organized on the various aspects of wellness. Fitness Programmes that promote physical fitness are also organized throughout the year. In-house counselling is available to staff and where necessary, free referrals may be granted. TP also pays for the annual medical check-up for its managers and higher level executives as well as arranges for subsidized packages for all other staff.

There is also a LEAD Well (Leaders Exemplifying All Dimensions of Wellness) programme that facilitates a wellness lifestyle amongst the management team.

Besides the on-campus childcare, there is an in-house fitness gym that is managed by qualified fitness instructors. Staff and their immediate family members also have the use of the in-house sports facilities at no charge. Time-off is also given to staff to participate in competitions as well as School/Department Wellness activities.

TP's wide variety of ESSs illustrates the following guidelines:

Guideline 1 - ESSs are granted at the discretion of the employer and should be made known and available to all employees.

Guideline 2 - Employees should exercise responsibility when using the appropriate ESSs provided.

Guideline 3 - An employee's use of ESSs should not affect the employer's appraisal and evaluation of his/her work performance, unless the employee is found to have abused the ESS(s).

Guideline 4 - ESSs should preferably be carried out outside the employee's working hours, and thus not disrupt employee work performance and the employer's business or operations

From an annual Employee Opinion Survey, staff are satisfied with the wellness programme and regard TP as a satisfying workplace. More employees are participating in the wellness activities and agree with TP's philosophy and culture. TP aspires to be a world-class institution in global education network, and at the same time seeks to provide a healthy balance of work and family.

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 - Mr Sim Li Chuan, MCDS (Secretariat)

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- Citigroup
- Du Pont Company (Singapore) Pte Ltd
- Hewlett-Packard Singapore Pte Ltd
- IBM Singapore Pte Ltd
- KK Women's and Children's Hospital
- Merck Sharp & Dohme (Singapore) Ltd
- NTUC Income Insurance Co-operative Ltd
- SP Consulting (International) Pte Ltd
- The Prisons Department (Ministry of Home Affairs)
- The Public Service Division of the Prime Minister's Office
- Temasek Polytechnic
- Yokogawa Electric Asia Pte Ltd