RISING ABOVE THE TIDE

to Create Work-Life Solutions

Cheryl Liew-Chng, CEO of Lifeworkz

- An Employee-Focused Strategy with Business Results
  The Hoffman Agency Singapore

- Cultivating Flexibility for Business Continuity
  Kleen-Pak Products Private Limited

- Maximising Operational Flexibility
  IQkidz Private Limited

- Work-Life Conversation
  Interview with Donus Loh, Principal Psychologist of iGROW
About Employer Alliance

Employer Alliance is a network of over 1,700 member companies committed to creating an enabling work environment to enhance Work-Life Integration. Its mission is to bring awareness and adoption among corporations to enhance Work-Life Integration and reap the resulting business benefits.

To achieve its mission, EA creates programmes which build capabilities for its stakeholders, namely business leaders, HR practitioners and Work-Life Consultants and other partners.

As a thought leader in flexibility, EA conducts research studies to highlight interesting perspectives and new insights for organisations, and documents case studies to accelerate the adoption and implementation of work-life and flexibility strategies.

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MESSAGE from Chairperson

It is indisputable that today’s workplace has undergone a significant evolution in recent years. Increasing business pressures, rapidly changing technology and the advent of a new generation of workers who thrive on interconnectivity and gadgetry have worked in tandem to transform the way we work and live.

This confluence of factors requires today’s businesses to be sufficiently nimble and adapt quickly to changes in customer and employee expectations. This is crucial in retaining talent and staying ahead of the competition.

In the current economy where business owners aim to achieve the highest efficiency and productivity and simultaneously hire and retain quality talent, Smart Work Strategies provide an invaluable competitive advantage. This is the collective result enabled by workplace flexibility, technology, innovation and people development to maximise employees’ performance and business benefits.

Companies undergo a paradigm shift when they recognise that true employee satisfaction comes from achieving career success as well as meeting personal goals outside the workplace. To create a fully engaged workforce, employers must cultivate a work environment that enables them to succeed at work and facilitates employees’ aspirations outside the workplace as well.

The three organisations profiled in this issue are from widely different industries and have achieved business success through Smart Work Strategies and an appreciation of their employees’ Work-Life needs: The Hoffman Agency (professional services), Kleen-Pak Products (manufacturing) and IQkidz (education enrichment). These businesses have demonstrated that through Smart Work Strategies, they are able to recruit and retain talent, expand their operations and most importantly, prepare themselves for the future. Their workplaces are now flexible and interconnected organisations that foster Work-Life integration.

Companies that aim to successfully compete in today’s business environment will need to embrace change, adapt to technological advances and adopt new ways of working. I know these success stories will inspire you to transform your companies into workplaces of the future.

Claire Chiang
Chairperson, Employer Alliance
Rising Above the Tide to Create Work Life Solutions

by Cheryl Liew-Chng, CEO of Lifeworkz

The premise

There is no denying that organisations have become more and more complex over the last decade, facing increasingly diverse cultures and dealing with issues of gender and generational diversity from the talent pool, on the one hand, to their business environment, on the other. Corporate cultures are becoming more volatile and uncertain in a global society which increasingly calls for companies to be agile and amazingly responsive. How do contemporary organisations rise to the new level of expectation? What can leaders do for the way forward?

Smart contemporary organisations thrive by designing their people strategies through understanding:

- The Work-Life expectations and values of their new workforce; and
- Leveraging strategic Work-Life strategies that are effective and which embrace creative and productive ways to engage a diverse talent group.

A recent report by Douglas LaBier, “Why the Workplace Is So Destructive to So Many People” spells out many of the ills in the workplace that negatively impact the workforce, such as disengagement, burnout, and high levels of distrust. Almost all of these issues can be mitigated – if not eliminated – by embracing strategic Work-Life practices, especially including flexibility.

So how, exactly, can we leverage Work-Life strategies and flexibility to create a more dynamic workplace – one that engages across all of the cultures, gender and generations that we have on our teams?
Here are some of the strategies:

A. Embed success of Work-Life strategies as a joint responsibility.

Enabling your talented workforce to navigate Work-Life issues. One organization we had the privilege to work with recently has more than sufficient provisions in terms of hardware (VPN, Notebooks, and video-conferencing facilities) and yet there were not many takers for their telecommuting programme.

Upon further investigation, we realized that despite the good intentions, their employees do not know how to access this flexibility – and they were not empowered with the ability to take joint responsibility for a successful telecommuting partnership. So no one wins despite all the investments put forth to design the programme.

The Solution: We advised the client to communicate clearly and consistently on different platforms, ensuring that all employees understood the values and framework of telecommuting and how to access the core flexibility through a combination of training, based on our - “Navigating Work-Life” Online Programme, and semi-annual live workshops to empower employees to be partners in creating Work-Life solutions that succeed on every level.

B. Evolve relevant work-life practices.

It is vital to know what your workforce’s issues are and then design ways to roll out practices that are unique to your culture and customised to your diverse gender and generational needs. A recent research
carried out by employer branding consultancy Universum noted that the top career concern of undergraduates is meeting their Work-Life needs. This is consistent with the data we have been collecting over the last three years.

But is this only for the youngest in the workforce? Not necessarily. Baby Boomers continue to want to be engaged at work, but without the intensity of full-time employment. Do you know what the diverse gender and generations are in your organisation that need to be supported in your employees’ Work-Life?

**The Solution:** Implement specific Work-Life support and flexibility according to the roles of the employee groups enabling them to appreciate the gesture of the management team. This can create a competitive advantage allowing your organisation to be exceptional performers.

**C. Demonstrate Contemporary Leadership by systematically removing barriers to Work-Life flexibility so that people can once again have control, flexibility and the freedom to do truly meaningful work.**

In most cases, an enlightened leadership team is needed not just to articulate the message of *people* being our greatest asset, but also to model the way in behavior and practices. A contemporary leader knows the diverse needs of his/her talent pool and marketplace.

Contemporary leaders ask themselves every year which top 3 barriers they should focus on and get on with the business of removing them. Eventually the tide will turn and with critical mass, a new way of work will emerge.

Do you know the top three barriers to Work-Life flexibility? How can this become your competitive advantage?

**The Solution:** You do not need to launch huge and expensive campaigns. Choose to do a handful of tasks and focus on a few key messages to get a new groove in the organisation.
Empower all parties involved with the ability to navigate their Work-Life needs so that there is a tipping point and a basis for a new way of working.

Embed a culture of flexibility through joint responsibility, by empowering all parties involved with the ability to navigate Work-Life issues, followed with practical action by modeling the way, particularly by leaders, paying attention to the unseen artifacts and practices that promote flexibility.

Review your measurements. Measurements provide a premise for people’s actions and behaviours. Measure performance outcomes that are purpose driven combined with giving autonomy and mastery opportunities to the workforce. This will aid in creating a Results Only Work Environment.

Evolving a contemporary workplace that leverages on diversity and embraces inclusiveness is the goal. Let Work-Life strategies take the forefront in enabling individuals to navigate their Work-Life and ultimately create a workplace that is dynamic, innovative and productive.

That is the new model for Work-Life effectiveness and true job satisfaction for all parties involved.

This is how corporate leaders set the pace for industries – and for their employees.

Contributed by
Cheryl Liew-Chng
CEO of LifeWorkz, Founder of mylifeworkz.com

LifeWorkz partners with organisations to create inspiring workplaces where people can excel. Meet Cheryl at www.LifeWorkz.asia or www.mylifeworkz.com. Email solutions@lifeworkz for any enquiries including the newly launched Navigating Work-Life online for employees and Leading WorkFlex for leaders.
An Employee-Focused Strategy with Business Results

The Hoffman Agency Singapore

The Hoffman Agency is a public relations firm catering to companies in the technology sector. With 12 offices worldwide, the company established itself in Singapore in 1996. The Hoffman Agency Singapore currently employs 16 staff who work with a mix of local and regional clients.

At The Hoffman Agency Singapore, flexibility is embedded in the work culture. The management aims to create a work environment built on mutual trust, and also capitalises on their heritage in technology public relations and the platforms and tools available to enable mobile work.

The company’s greatest challenge was the lack of a formalised structure for its flexible working schemes. However, this was reframed as an opportunity to start with a blank canvas, and create a flexible Work-Life integration scheme which could work for everyone in the office.

“Our programmes resulted in happier, more passionate, and loyal employees. We are glad to be one of the PR agencies that are setting a positive example for the rest. We encourage other companies to try to turn things around and make Work-Life integration and Flexible Work Arrangements a possibility.”

Working long hours is common in the public relations industry, but the management was determined to overcome this through a combination of Work-Life integration policies and time management programmes. This has been very successful with most employees leaving the office on time during the work week.
The management created an employee-focused Work-Life strategy that equips and empowers staff to achieve their fullest potential in and out of the office. This was based on 3 key ideas:

**Creation of a conducive environment:** Ensure that employees are given enough room to creatively express themselves and do their best work, wherever they feel most comfortable.

**Care for their needs:** Every employee needs that something special to excel. By addressing as many of these needs as possible (within reason), the company is able to implement a flexible working scheme which best suits the team.

**Power to the employee:** Trust and employee neutrality play a big part in implementing an effective flexible working environment. The Hoffman Agency recognises that it has responsible employees who can make a difference for the better. Thus, it has been able to create a successful model which removes the barriers of titles and allows for better employee development through flexible working policies.

Long-term flexible working arrangements (FWA) are tailored to meet the needs and requirements of both the firm and the employee. The company shares the example of an employee who has been with the company for nearly 15 years, and has transitioned from full-time to a part-time work arrangement. She works mainly from home but comes to the office twice or thrice weekly for meetings and other activities. This arrangement has been in place for the past five years and worked effectively for the employee and the organisation alike.

The company has also implemented a temporary flexible work arrangement which is available to all employees, which permits each individual to request to work remotely by simply sending an email to their superior. Mutual trust between manager and the employee ensures that this arrangement is effective, and to date, no employee has abused this option. The temporary FWA can be as short as a few hours to long periods of two to three days, depending on the requirements of the employee.

“**The management has been very accommodating to my request for a flexi-work scheme. Personally, I understand that as long as I or my colleagues deliver good work and are efficient with our tasks, it is possible to have healthy Work-Life integration.**”

**Maureen Tseng,**
Client Services Director, The Hoffman Agency Singapore.
The management also works closely with other Hoffman offices to implement global cross-border work schemes. Internally known as HA-Passport, employees who are heading to countries with Hoffman offices can request to work from these locations. Given that time differences do come into play, teams work around these changes to accommodate the travelling employee. The scheme allows employees to not only engage with other ‘Hoffmanites’ from various offices, but to also immerse themselves in the local culture and build stronger working relationships.

The Hoffman Agency Singapore has experienced tangible benefits and outcomes since the implementation of its flexibility scheme. Namely,

- Staff attrition rates have decreased significantly from 38% in 2011 to just 7% in 2012.

- With low staff turnover, there are minimal transitions and disruptions to work, resulting in better work performance. Thus, the company has gained a 25% growth in profit from 2011 to 2012.

- There has been high take-up of the flexibility options offered, with all employees tapping on at least one form of FWA during their employment.

- An informal survey found that employees are happier and more motivated at work, due to the flexible working culture.

The success of the company’s Work-Life strategy is attributed to the strong mutual trust between the employer and employees. Most staff are appreciative of the company’s efforts to make Work-Life integration a reality and reciprocate by putting additional effort into creating stellar results for clients.

The company views ‘Flexibility’ as an on-going process and constantly polls its staff for new ideas and initiatives to improve the work environment and refine existing flexibility policies.

The Hoffman Agency Singapore understands the true value of flexibility; that it does not merely improve the immediate bottom-line, but also has a long-term impact on staff retention and sustained business success. With careful forward planning and piloting of FWAs, the agency has successfully created a flexible work environment that benefits both parties. The Hoffman Agency is a shining example of how flexibility in the workplace can have a positive and lasting effect on organisational performance.
Established in 2003, Kleen-Pak Products Private Limited is a leading wet wipes manufacturer in Southeast Asia. At Kleen-Pak, Work-Life integration is a core component of the organisation’s overall business strategy. For this lean team of 36 employees, job effectiveness is determined by employee performance and results, rather than the number of hours clocked in the office.

At Kleen-Pak, flexible working arrangements (FWAs) were first introduced as a strategic response to operational and staff welfare needs. The management observed that due to business expansion, employee travel increased significantly, and staff often required remote access to company and client data from the office. They also anticipate that more employees will require FWAs in the coming years in order to tend to family responsibilities. By offering flexi-work options, the management aims to empower employees to manage their careers without compromising on family-time.

In 2012, Kleen-Pak introduced its first two flexibility measures, Flexi-Time and telecommuting. Through the Flexi-Time initiative, employees can choose their own start and end times from five predetermined options. The telecommuting work option provides staff with the autonomy to work from home or other off-site locations which reduces travel time and ultimately maximises work efficiency.

“An effective Work-Life policy will give us increased productivity, lower absenteeism and a happier, less stressed workforce.”
The management took the additional step of formalising these FWAs as an Alternative Work Arrangement policy. This serves as a guide for employees who are considering flexi-work, and also importantly signals the organisation’s long-term commitment to Work-Life integration.

As their Work-Life strategy gains momentum, Kleen-Pak has embarked on a job redesign project, in order to create a fully flexible workplace. The management intends to capitalise on improved technology and equipment to increase operational capability and Work-Life integration for employees.

“Job redesign will enable us to increase productivity, lower absenteeism and build an engaged workforce. This is especially crucial since we are faced with an aging workforce and staff replacement and recruitment can be a challenge.”

Kleen-Pak is currently re-designing identified key positions so that critical tasks are shared among individuals. This will ensure business continuity during extended absences such as planned annual leave as well as unexpected exigencies such as medical leave and staff turnover. Task-sharing is also expected to ease employees’ work stress as they can manage personal and family responsibilities, knowing that their colleagues are trained and capable of handling important tasks in case of emergencies.

Cultivating flexibility in the workplace has raised several challenges for Kleen-Pak. The management faced some initial resistance from employees who were affected by the job redesign measures. Staff whose jobs were reduced or replaced by automated machines required re-training in other areas of work. However, as the management has maintained open communication with employees on the automation and job restructuring processes, employees feel assured that they are still an important part of the Kleen-Pak family and that the company will help them to ease into their new roles.

The company has experienced various benefits from implementing flexibility solutions. With Flexi-Time, Kleen-Pak has effectively lengthened their overall operating hours; they are now operational from 7.30am – 7.00pm, rather than the standard 9.00am-6.00pm working hours. This increases staff responsiveness and enhances customers’ experience.
The management has also found that employees who telecommute tend to be more productive as they are less distracted by the usual interruptions in the workplace. As information is now readily shared and available via the internet, employees are able to respond to customer queries and feedback, even when they work remotely.

Creating a flexible work culture has been a positive retention strategy for Kleen-Pak, as talented employees have found the flexible options relevant and useful for their lifestyles, and feel that the organisation authentically cares for its staff.

Kleen-Pak has shown that innovation and careful planning can make flexibility a viable business solution that heightens operational readiness and improves employee engagement at the same time. Ultimately, thinking creatively and staying committed to their Work-Life strategy has made them a ‘flex-friendly’ company in the manufacturing sector.

At Kleen-Pak, there are many success stories of how employees have embraced flexibility in simple and practical ways, to achieve greater Work-Life integration and meet responsibilities on the home and career front.

Our QA / R&D Manager, Mr Chey Kok Leong, was offered the telecommuting scheme as an incentive by the company. Mr Chey is with the operations department and part of his job requires him to update documentation pertaining to audits and product specifications. He may choose to work from home on some days to complete his documentation work. As Mr Chey lives in Woodlands, he spends a fair amount of time commuting to and from work. Now, the time saved from his usual daily commute is used to have breakfast with his family. He is also more productive working from home, away from the distractions in the office. Should there be internal or external meetings while he is away from the office, these can be held remotely via software such as Skype.
Maximising Operational Flexibility
IQkidz Private Limited

IQkidz Private Limited designs and conducts enrichment programmes for children. Through one-off events and longer-term courses, the company creates stimulating learning experiences with varied themes including art, drama and science amongst others. Staffed by an 80-strong predominantly female team, IQkidz partners with preschools, kindergartens, museums and other community organisations to conduct these courses.

At IQkidz, flexible working arrangements (FWAs) were introduced in 2009 as a strategic response to business needs. Due to the nature of the work, employees need to be available to carry out the programmes at various locations and at different times, often outside the typical office hours. With flexible work options, the company is able to efficiently manage manpower deployment.

The management also recognises that teaching enrichment programmes for young children can be an intensive and tiring job. Providing a flexible work environment gives staff the autonomy to choose their working hours and ensure that they have sufficient rest and relaxation time between teaching appointments. In an industry with a high turnover rate, this has allowed IQkidz to attract and retain quality teachers, which has directly impacted their bottom-line.

The company has a simple yet highly effective Work-Life strategy. Firstly, every employee is offered the option to work flexibly. In addition to this, every employee is given the opportunity to set their own working hours, thus effectively tailoring their own flexibility solution which may take the form of part-time work, staggered working hours or telecommuting.
Employees have responded positively, tapping on these FWAs for a variety of reasons, ranging from family commitments and health to pursuing personal interests. A recently hired administrative executive works from 10.30am – 5.00pm which allows her to send and pick her children up from childcare. 95% of the teaching staff opt for teaching assignments that suit their personal commitments and lifestyles; they have the autonomy to choose lesson locations, days and even number of hours worked without compromising customers’ requirements.

Ms. Dawn Tam, Creative Director at IQkidz shares that several factors have created this successful Work-Life formula. Firstly, the company maintains an on-going conversation with all employees about their Work-Life needs. This begins at the hiring stage, where the management and supervisor speak with each potential employee to fully understand their Work-Life needs, and identify the exact number of hours and days that they can commit to work. Employees are also encouraged to provide feedback on their current working arrangements and also share any changes to their personal and family lives that may impact work. The organisation also maintains regular face-time with its teaching staff through regular quarterly meetings and trainings which serve as an avenue for staff bonding and feedback. This open and transparent communication between management and staff has strengthened the pro-flexibility work culture at IQkidz.

“We recognise that every employee’s Work-Life needs are unique, and that solutions need to be tailored for each staff in order for them to perform effectively in their personal lives and careers.”
Managing a predominantly mobile workforce has its unique challenges; at IQkidz, management and supervisors need to consider how to efficiently deploy employees and track their performance, despite the significantly lesser face-time with staff.

The management team will evaluate each event and determine which teachers to deploy. In order to minimise employees from dropping out of their teaching commitments, they are also assigned to locations near their homes.

IQkidz exemplifies how a comprehensive multi-layered performance management system need not be complicated. The organisation taps on various sources to ensure service quality standards are met for all the events and courses that they conduct:

- Partner organisations such as childcare centres and kindergartens provide regular management supervision; principals and centre teachers serve as front line observers of teachers’ performance.

- Teaching staff are required to provide their supervisors with quarterly progress reports to update supervisors on class progress and student development.

- Parent feedback, children’s reactions and enrolment numbers are also taken into account as these are good indicators of employee performance.

In a competitive education enrichment sector, embracing flexibility has contributed to business success for IQkidz. Notably, the company has been able to extend its business hours, as teaching staff are available to teach at different times and places as needed. By offering flexible working hours, IQkidz has also been able to recruit back-to-work mothers as they have the option of scheduling their working hours around their family responsibilities. Ultimately, as the company gains popularity for its flexible work culture, it attracts and retains dedicated and passionate employees who will go the extra mile for their students.
CEOs’ Dialogue & Luncheon

More than 30 CEOs and senior management from diverse industries were present at EA’s CEOs’ Dialogue & Luncheon at Hilton Singapore on 19 August 2013. It was encouraging to see so many like-minded industry leaders who recognise the value of work-life integration and workplace flexibility as a competitive advantage.

“From this dialogue, I have learnt that formalising work life integration in an organized and structured way is in the best interest of our employees and our company.”

Mr Chow Kam Wing
Executive Director/
Chief Financial Officer
Micro-Mechanics (Holdings) Ltd

“I am encouraged to start developing our flexi-work strategy, and aware of the potential challenges and will be able to implement such work practices with confidence.”

Ms Lim Hee Joo
Executive Director
Wah Son Engineering Pte Ltd
Members attended a series of forums and workshops to gain insights into different elements of building and managing a flexible workforce.

25 June 2013 — Redesigning jobs for greater efficiency and deployment of talent by Dr Uwe H Kaufmann and Ms Amy Tan from Centre for Organisational Effectiveness.

3 July 2013 — Integrating a flexible workforce well is essential to maximising human resource with Work-Life Strategies by Ms Evelyn Kwek from thYnk Consulting Group.

11 September 2013 — Interactive workshop on Culture Transformation by aAdvantage Consulting with guest speaker Mr Tor Eneroth, Network Director, Barrett Values Centre.

17 September 2013 — Workshop on Leading a Flexible/Virtual Work Team by Ms Sher-Li Torrey, Mums@Work and Ms Heng Teng Teng, GROW.
EA Development Forum
Flexibility & Employment Legislation

EA members were invited to a forum on 6 September 2013 where Mr Chia Boon Cher, Principal consultant of Action Consulting & Training shared the impact of employment laws on flexibility.
Building The Heartware In Work-Life Integration

Do employees express dissatisfaction despite the organisation’s best efforts to offer Work-Life solutions? Companies can enhance their Work-Life policies when they understand the underlying psychological reasons behind employees’ Work-Life dissatisfactions.

Upbeat interviews Donus Loh, Principal Psychologist of iGROW to find how organisations can enhance employees’ work-life satisfaction with a new approach.

What is the underlying cause of employees’ work-life dissatisfaction? And how can employers, managers and supervisors address this?

Managers and supervisors should firstly accept and appreciate fully that employees actually have a ‘life’ outside of the workplace.

Employees spend most of their effective time in the day at work. Coupled with the emotional and psychological stresses of everyday life from juggling the demands from both work and personal life, employees will appreciate employers who show empathy, compassion and objectivity.

Conversely, employers will also benefit when employees are able to manage the stressors arising from both workplace and home. Both require skills that can be obtained through training.

More importantly, employers or supervisors should demonstrate trust. As a supervisor, are you stricter with those who opt for flexi-work arrangements? The added stress from a lack of trust can make it a workplace that one would rather avoid.

The issue is clearly not just satisfying the physical nature of one’s work-life needs, but also the psychological. In short, organisations need to deal with the intangibles that cause stress levels to rise in employees.

How can organisations enhance their work-life policies and programs?

To enhance their work-life policies, I strongly recommend that organisations begin to pay more attention to the psychological reasons behind employees’ lack of work-life satisfaction.
When it comes to building ‘heartware’, organisations can apply the C.O.R.E. principles which were developed by the team at iGROW which offer psychology-based solutions to enhance current work-life policies:

- Create a **Caring** environment where people can empathise with the problems their colleagues face in the workplace and at home
- Practise **Objectivity** when interacting with colleagues
- Share **Responsibility** in solving problems, while maintaining mutual respect
- **Empower** employees to build mutual trust.

**What are the benefits organisations can expect from their work-life integration initiatives?**

With enhanced policies based on principles like C.O.R.E., organisations can expect relationships at all levels to improve significantly. This would be defined by trust and respect, key ingredients in creating positive work environments.

The consequence of this would be individuals feeling less stressed because they are more confident in communicating with their supervisors, colleagues, family members and friends, as well as becoming better problem solvers. The reduction in one’s stress levels will certainly help to increase satisfaction in both work and life.

Ultimately, this helps employees and the organisation to mature and to attain peak performance.

**How could organisations prepare themselves to meet the expectations of the new generation workforce?**

Surveys have indicated that work-life ranks ahead of salary as a key motivation at the workplace among the new generation workforce which brings about new characteristics and thinking behaviour that current Gen X and Baby Boomers may not be accustomed to.

Organisations need to be prepared to engage this new group of employees at a deeper level. They can begin by asking themselves “How can I adapt to ensure my employees remain engaged and satisfied?” They have to assess if their generic work-life policies and activities would be effective.

It is critical to develop leaders who can readily find opportunities to grow positive relationships with employees. This will pave the way for employees to offer insights to their needs and desires.
An Employer Alliance
Members’ Programme

Work-Life Consultancy Mobile Clinic

Free for Employer Alliance members

Sign up now for the Work-Life Consultancy Mobile Clinic and receive one and a half hours’ on-site consultancy session with a work-life consultant.

The work-life consultant will work with you to build the business case in your company and also discuss the most pressing work-life issues facing your organisation.

At the end of the session, the consultant will make preliminary recommendations on the next steps which the organisation may take to achieve progress in your company’s journey towards successful work-life integration.

Members can also use this programme to enhance work-life initiatives or seek advice on implementation issues from the consultants.

Some of the reviews

“In our pursuit to provide flexibility and enhance the work-life integration of our employees, we found the Mobile Clinic a valuable resource. The work-life consultant commissioned by EA has given us a better understanding on the next steps to take in our approach to ‘smart working’.”

Rabiah Matsom
HRIS Manager & Employee Benefits, Asia, Gemalto Pte Ltd

“The Consultancy Mobile Clinic was very insightful in providing a clearer picture of what telecommuting entails, both from the organisation and employees’ perspectives. Most importantly, the consultant commissioned by EA was able to highlight potential pitfalls and provide useful suggestions on how telecommuting could be implemented successfully at the workplace.”

Ayesha Nachiar
Assistant Director, HR & Talent Development, MOH Holdings Pte Ltd

If you would like to register for the programme or require more information, please email jonicheong@employeralliance.sg.