

Upbeat

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TAFEP
Tripartite Alliance for
Fair & Progressive Employment Practices

Getting up close with
Mr Leslie Danker,
Resident Historian of
Raffles Hotel

Making
work-life
harmony
a reality

COVER STORY:

CREATING **FAIR &**
INCLUSIVE
WORKPLACES FOR
TERM CONTRACT EMPLOYEES



CREATING FAIR & INCLUSIVE WORKPLACES FOR TERM CONTRACT EMPLOYEES

Mrs Josephine Teo, Ms Mary Liew, and Dr Robert Yap are joined by representatives from the first batch of employers who have adopted the Tripartite Standard on the Employment of Term Contract Employees.

As part of efforts to help employers implement good employment practices, the tripartite partners officially launched the Tripartite Standard on the Employment of Term Contract Employees on 31 July 2017 at the Devan Nair Institute for Employment and Employability. This is the first in a series of Tripartite Standards (TS), with more expected to come over the next few months.

So what exactly is Tripartite Standards?

The Tripartite Standards define verifiable and actionable practices in key areas of employment that employers should adopt. It enables them to differentiate themselves for having practices sought by the workforce, and enhances their ability to attract and retain talent. These employers can also use the TS logomarks in their job advertisements and marketing collaterals, and will be listed on TAFEP's website.



Mrs Josephine Teo, Second Minister for Manpower, speaking at the launch of the Tripartite Standard on the Employment of Term Contract Employees on 31 July 2017.

Gracing the launch was Mrs Josephine Teo, Second Minister for Manpower, who shared that the demand for

the "augmented workforce" which includes term contract employees will continue to grow in future. "This is presumably because the use of such "augmented workforce" is advantageous – it gives employers good access to talent while allowing the company to remain flexible," explained Mrs Teo.

At the launch, it was announced that nearly 300 companies have adopted the Tripartite Standard on Employment of Term Contract Employees, which provides term contract employees the same benefits as regular employees, in the areas of leave entitlements, notice period, and training.

"Companies that meet the Tripartite Standards stand out from the rest in a positive way, and we want to help them draw the attention of more jobseekers so they can impact more lives positively," said Mrs Teo.

Ms Jacqueline Gwee, Director of aAdvantage Consulting Group Pte Ltd shared the same sentiment, "At aAdvantage Consulting, we are committed to the Standards.

We hire staff on a term contract and thereafter, offer an open contract if the staff meets the performance requirements. The new contract takes into account the one-year service period as continuous service. We believe this is being fair and it's our way of recognising their contributions."

At the launch, event attendees were kept abreast of the key findings and workforce trends highlighted in Deloitte Southeast Asia's recent study, "2017 Deloitte Global Human Capital Trends: Rewriting the rules for the digital age".

Early adopters of the Tripartite Standard on Employment of Term Contract Employees such as Rajah & Tann and Coca-Cola also took to the stage to share their best practices on creating a fair and inclusive workplace.

Although adoption of the Tripartite Standards is voluntary, employers are encouraged to adopt all relevant standards if they can meet the specifications. They can adopt each standard independently, and there is no minimum or maximum limit to the number of standards organisations can adopt.



For more information on the Tripartite Standards, employers may visit TAFEP's website at tafep.sg or email ts@tafep.sg.



FIGURE IT OUT!

Some positive changes observed in the local employment scene since the Retirement and Re-employment Act (RRA) came into effect in 2012:



Number of complaints on re-employment remains low at around **40** cases per year, and most of these disputes were resolved through mediation.¹



98% of workers who turned 62 were offered re-employment by their employers.²

67

Employment rate of those between 65 and 67 increased by **1.6** percentage points each year.³



Around 98% of workers who accepted re-employment in the same job did not see a wage reduction.⁴

¹ "Re-employment scheme making good progress: Sam Tan", Channel NewsAsia, 30 July 2017

² "Changes to re-employment law offer more opportunities for older workers", Press Replies from Ministry of Manpower, 23 January 2017

³ "Re-employment scheme making good progress: Sam Tan", Channel NewsAsia, 30 July 2017

⁴ Impact of the implementation of retirement and re-employment act on older workers' employment outcomes, Economic Survey of Singapore First Quarter 2017, Ministry of Trade and Industry



PLEASED TO MEET YOU



This October, we celebrate the valued contributions and life lessons of older workers in the spirit of International Day of Older Persons. In this issue, we get up close and personal with Mr Leslie Danker, who turns 78 this year, and holds one of the most interesting roles as a Resident Historian at renowned Raffles Hotel.

Q Tell us briefly about your role and responsibilities at Raffles Hotel.

A As Resident Historian at Raffles Hotel, I conduct history tours for the guests of Raffles Hotel. It comes as no surprise that there are many requests for these tours as most of our guests have heard about the legacy of Raffles Hotel and more often than not, our guests would also request for me to conduct these tours. I also conduct tours for various organisations e.g. Women Associations and schools, just to name a few. Also, as Resident Historian, I give history presentations to companies who are interested to learn more about the hotel.

Q Any memorable guest in particular?

A The most memorable guest whom I have had the honour to meet was the Queen of England. She stayed at Raffles Hotel in 2006, and I had the privilege to be introduced to her. She was humble in her interactions and stood out with charm and grace. It is a moment that I will always treasure.

Q Tell me more about your hotel's initiatives for older workers and how does that help you in your job?

A The hotel has always considered older workers as assets to the company. Most of us have worked at Raffles Hotel for many years. Older workers are more mature in their views and perspectives. They are also accountable and responsible, and observe punctuality at the workplace. The hotel values the loyalty of its older workers and their dedication. When it comes to retirement age, the hotel considers their contributions and offers them the opportunity to work on a yearly basis

after their medical check-up. The hotel also recognises the good work and performance of its older employees. Some of the older workers have received the Raffles Award, a recognition for their contribution towards the establishment.

Personally, I always believe in doing my best as a Resident Historian. Taking pride and responsibility in my job, I invest a lot of effort to improve my knowledge on the history of Raffles Hotel. Seeing my dedication and passion for the hotel, the company has always renewed my contract annually after my retirement. To date, I have completed 46 years of service with the hotel.

Q In your opinion, what are some of the challenges and opportunities for older workers at workplaces? Share with us your challenges and how you've overcome them.

A The tasks that older workers carry out in their jobs tend to be done on a routine basis. While younger workers pick up on new approaches and adapt very quickly, older workers may find it difficult to adjust initially when new methods are introduced. The hotel regularly conducts training for all workers to improve and upgrade their knowledge of the hotel industry or courses pertaining to their skills. In the early phases, older workers may find it challenging to keep up with the training courses. Fortunately, the younger workers have always taken the initiative to assist the older workers to understand the training courses.

For me, the challenge I faced was the use of computers. I am the only employee who has been with the hotel before, during and after its restoration.

Prior to the restoration, all operations were done manually. When the hotel re-opened after the first restoration in 1991, all operations were computerised. I had never used a computer before, not to mention typing as a skill. Nevertheless, I was determined to overcome this. Slowly and steadily, I eventually learnt how to use a computer for my job.

Q What do you enjoy most about your job?

A When I first joined the hotel in 1972, I had very little knowledge of its history. I took the effort to do a lot of research and collected documents that recounted the history of Raffles Hotel. I also make it a point to read articles about the hotel every day. With all these knowledge, I take pride in doing history presentations and conducting history tours of the hotel. It gives me great satisfaction to share the hotel's rich history with our guests. Most of our guests often tell me that I have made the history of Raffles Hotel come alive.

Q What can older workers do to succeed at workplaces?

A It is important that older workers have the passion for their work and stay actively involved in their jobs.

At Raffles Hotel, we conduct daily briefings with all employees including the older staff to ensure that they are aware of our guests' needs and requirements. By doing so, the older workers are better prepared to serve the guests and as such, be able to succeed at the workplace. Guests have often complimented the excellent service rendered by the older staff at the hotel.



A.S.K

Assistance. Support. Knowledge

Making work-life harmony a reality is a shared responsibility between the employee and employer. From fostering a strong work-life culture at the workplace to empowering employees to take ownership of their personal work-life goals, here are some practical measures that every employer and employee can consider:

If you are an Employer:

Appoint a member of the senior management to champion flexible work arrangements (FWAs).

Keep employees informed about the types of FWAs offered, the process to request for them, and the expectations on the responsible use of FWAs.

Ensure that supervisors are trained to objectively evaluate employees' applications for FWA based on the suitability, taking into consideration the needs of the job and employees' work performance. Supervisors should also set work expectations, manage, and appraise employees on FWAs fairly based on work outcomes.

Communicate the outcomes of FWA applications in a timely manner and discuss suitable alternatives with the employees if a request for FWA cannot be granted.

If you are an Employee:

Take some time to evaluate your personal work-life values, priorities, needs, and goals when you are about to enter a new life stage, such as parenthood or marriage.

Be proactive to speak with your supervisor/manager about your goals, challenges and identify work-life initiatives within the company that can enable you.

Have an open conversation with your supervisor/manager about what aspects of the programme works, what doesn't, and how the company can improve the work-life programmes.

Be fair to your employer. Just as your employer has enabled flexibility to address your needs, it is only fair, as an employee, to recognise and make changes to your personal schedule to accommodate work.



THROUGH THE GRAPEVINE

Themed “Stepping into the Future: Tapping the Talents, Contributions and Participation of Older Persons in Society”, this year’s International Day of Older Persons 2017 focuses on promoting and strengthening the participation of older persons. We speak to two progressive firms on how they enable and support older workers at their workplaces.



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In Ramada and Days Hotels Singapore at Zhongshan Park, we hire based on culture fit and adopt a holistic approach to cater to our diversified demographics. For example, our 73-year-old cook, Jenny, has standard working hours to better accommodate to her needs. Also, we have several work-life initiatives such as a five-day work week and wellness benefits to encourage commitment to work.

Ms Josephine Chua,
Director of Human Resources and Quality,
Ramada and Days Hotels Singapore

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On Cheong values all workers regardless of age or seniority as long as they are effective, productive and healthy. We believe in a good mix of employees of all ages as they can play a complementary role to each other's strengths and weaknesses.

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Mr Ho Nai Chuen,
Managing Director,
On Cheong Jewellery



NURTURING YOUNG TALENTS

Congratulations to Ms Priscilla Bee, Singapore Polytechnic’s top graduate for the Diploma in Human Resource Management with Psychology course in 2017 who graduated with a GPA of 3.95. TAFEP is proud to sponsor Ms Bee the Gold Medal to signal our support for good Human Resources management and raise awareness on progressive employment practices among HR students in Singapore. Ms Bee took modules like Employment Law and Talent Sourcing and Acquisition which also covers the Tripartite Guidelines on Fair Employment Practices.

When asked about her future plans, the 20-year-old student shared, “I hope to become a HR practitioner as I’m passionate about working with others and making a difference to the employees in the workplace. Ultimately, I hope to be able to get into a career, where I can grow to find more satisfaction and fulfilment in what I do.”



Proud winner of the TAFEP-sponsored Gold Medal award, Ms Priscilla Bee.



Employees coming together to participate in the M1 Corporate Netball Challenge to raise fund for the underprivileged.



IN THE SPOTLIGHT

Although term contract employees form just about 7 per cent of the 600-strong workforce at Rajah & Tann Singapore, the commercial law firm believes that this group of employees plays an important role in allowing flexibility in the firm and cost-effectiveness in business operations.

Rajah & Tann Singapore's commitment to build a sustainable work-life strategy began more than two decades ago, and has since been a strategic investment for the firm. It is one of the early adopters of the Tripartite Standards on the Employment of Term Contract Employees – which extends the same benefits regular employees receive to term contract employees, in the areas of leave entitlements, notice period, and training. “We adopted the Tripartite Standards to distinguish ourselves as an organisation that implemented specific progressive employment practices that better meet the needs of our business and employees,” said Ms Koay Saw Lean, Director of Human Resource at Rajah & Tann Singapore.

Term contract employees who have worked at the firm for at least three months are entitled to leave benefits that commensurate with their cumulative length of contracts, and are given appropriate notice in instances of early termination or non-renewal of contracts. They are also given access to the company resources, including legal updates and training programmes, to keep abreast with trends and developments in the legal industry. This also enables employees to perform their roles effectively.

Over the years, there is an increasing trend of lawyers who want to work fewer than five days a week, specified hours during the work day or at home. Many of their clients also request for short-term or project specific in-house



legal help. Hiring term contract employees has enabled the firm to provide their clients improved business solutions. To cater to that, it launched a flexible insourcing service called R&T Asia Resources so as to provide experienced lawyers to companies that need in-house counsel on short-term contracts and project-specific work.

The law firm acknowledges that as employees approach different stages of life, they may encounter personal and family challenges. “Rather than losing our employees, term contracts keep them employed and trained in the legal fraternity without having to neglect work-life harmony,” added Ms Koay. This format of employment also allows the firm to engage additional lawyers and staff for projects during peak periods, or as a temporary substitute

Check out the healthy bentos whipped up by the staff of Rajah & Tann.

for permanent staff on long leave or maternity leave.

With all these progressive practices in place, it's no surprise that the law firm beat over 40 firms for the coveted title of “Most Innovative Law Firm in ASEAN” at the Financial Times Asia Pacific Innovative Lawyers Awards last year and lauded “Singapore National Law Firm of the Year” at Chambers Asia Pacific Awards in 2013, 2015 and 2017. “These accolades serve as a testament of the success due to efforts placed in employment practices, and are a source of encouragement to the team,” added Ms Koay.



FOR YOUR DIARY

Check out some exciting events that we have installed for you this quarter!

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| 3 RD Oct | Fair Employment Practices Information Sharing Session |
| 4 TH Oct | Creating Inclusion in a Diverse Workforce Workshop – Strengthening your talent |
| 5 TH Oct | Hamessing the Potential of Mature PMEs Workshop |
| 12 TH Oct | Fair Performance Management Workshop |
| 16 TH Oct | Fair and Progressive Employment Forum |
| 24 TH Oct | Creating a Fair and Progressive Organisational Culture Workshop (By Invitation Only) |
| 24 TH Oct | Managing Multi-Generational Workforce Workshop |
| 25 TH Oct | Overview of Employment Act (Paid) |
| 26 TH Oct | Welcome Event for New Pledge Signers (By Invitation Only) |
| 31 ST Oct | Fair Grievance Handling Workshop |

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| 7 TH Nov | Fair Employment Practices Information Sharing Session |
| 9 TH Nov | Fair Recruitment and Selection Workshop |
| 13 TH Nov | Creating a Fair and Progressive Organisational Culture Workshop (By Invitation Only) |
| 14 TH Nov | Effective Management of Mature Employees Workshop |
| 15 TH Nov | Fair and Progressive Employment Forum |
| 16 TH Nov | Overview of Employment Act (Paid) |
| 21 ST Nov | Creating Inclusion in a Diverse Workforce Workshop – Strengthening your talent |
| 22 ND Nov | Hamessing the Potential of Mature PMEs Workshop |
| 29 TH Nov | Piloting Flexible Work Arrangements Workshop |
| 30 TH Nov | Welcome Event for New Pledge Signers (By Invitation Only) |

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| 5 TH Dec | Fair Employment Practices Information Sharing Session |
| 6 TH Dec | Overview of Employment Act (Paid) |
| 7 TH Dec | Fair Performance Management Workshop |
| 12 TH Dec | Fair Grievance Handling Workshop |
| 13 TH Dec | Fair and Progressive Employment Forum |
| 14 TH Dec | Managing Multi-Generational Workforce Workshop |
| 20 TH Dec | Welcome Event for New Pledge Signers (By Invitation Only) |

For more details on TAFEP and updates on workshops, log on to tafep.sg

All information stated above is correct at time of printing and subject to change.