



## **Xcellink Pte Ltd**

Xcellink Pte Ltd is a regional Information Technology and Human Resource Outsourcing Service Provider. Established in 1995, the company currently employs about 400 employees in Singapore, with 35 in the corporate headquarters. The managing director is Mr Andy Sim.

Xcellink found the need to implement Work-Life back in 2002 when a key employee attempted to leave the company to coach her son for his PSLE. The company offered her part-time work option so that both her needs and the company's need could be fulfilled. Today, this employee is still with Xcellink; she is happy and playing a key role in the company. Since then, work-life has been part of the company's business strategy.

In the past seven years, Xcellink has discovered that the results of Work-Life are talent retention and fulfilment of employees' needs to achieve a win-win outcome for both the employee and the company.

The company's core Work-Life philosophy, according to Managing Director Mr Andy Sim, is "Work-life Harmony is an integral part of our corporate strategy. It is in line with our company's holistic approach to talent management and our values of Integrity, Innovation, Accountability and Excellence."

### Flexible Work Arrangements –Flexi-Time and Flexi-Place

Xcellink has put in place:

- Flexi-time, staggered hours and part-time work options for employees with school-going children.
- Telecommuting (flexi-place) arrangements for managers and senior management whenever they need to attend to personal or family matters.
- Lactation room for nursing mothers.
- Benefits for marriages and births.

### Leave

Over and above statutory requirements, Xcellink provides marriage incentive, baby bonus and baby medical claim, paternity leave and marriage leave, in order to encourage its employees to marry and have children.



## **Keys To Successful Implementation Of Work-Life Programmes**

Successful implementation of Work-life programmes relies heavily on building a culture of accountability, responsibility and trust. Mr Andy Sim said, "It is important that these are not compromised".

Before implementing any Work-Life programme, clarification of every member's rights, responsibilities and accountabilities are communicated from the beginning. The programmes are control-centralised through company policies and decentralised by departments. Department managers are given authority to make decisions pertaining to their departments. Managers are responsible to ensure work performance is not compromised while Work-Life programmes are being implemented.

The management model must change from being activity-centric to result-oriented, said Mr Sim. The focus should be on empowering the staff to plan and working with them to achieve their desired Performance Targets.

For example, the factors making telecommuting successful was to first understand the staff's needs, set clear ground rules and provide the staff with appropriate tools like laptops, mobile phones, and Internet access.

## **Benefits of Implementing Work-Life Programmes**

After implementing Work-Life initiatives, Xcellink experienced lower attrition rate;

40% of the employees in the headquarters have been with the Company more than 5 years and, of these, 60% have stayed more than 9 years.

Through telecommuting, the company also experiences higher staff morale and productivity as the staff are able to plan and fulfil both their needs and the company's objectives.

Xcellink applied for the WoW! Fund when it was first introduced and received approval easily. The Fund was used to set up the Lactation Room in the headquarters, purchase laptops for telecommuting staff and to provide training.

The process of applying for the Fund began with surveys and consultations to assess the needs of the staff. After getting a better understanding of the staff's needs and concerns, the management was better positioned to develop sound Work-Life strategies and plans. The Wow! Fund application,



together with their Work-Life proposals, was then submitted to the Ministry of Manpower for approval. It was quickly approved.

“The application process was smooth and hassle free and implementation was not difficult,” said Ms Adelene Tan, Assistant Director, Corporate Service.

### **Methods of Evaluating Work-Life Policies**

Tracking and measurement of outcomes are strictly based on performance as stated in the KPIs. Senior management and managers also conduct periodic discussions to review the results and refine measurements.

“We encourage our managers to plan so that they can succeed in their work without losing in their life” said Mr Sim.

Xcellink is not sitting on its laurels; it is continuing to find ways to motivate staff and fulfil their needs. The Company is stepping up to find ways to involve their staff in giving back to the community and the society.

### **Employee Quote**

*Business Development Manager Ms Jen Nie Kwok has been with the Company since 2003. She telecommutes in order to juggle her work responsibilities and two young children.*

When Ms Kwok was pregnant with her first child, she knew that her employer, Xcellink, supports a family-friendly work culture. Nevertheless, she entertained doubts about whether she could continue performing in her Sales & Business Development job as effectively as she did before.

However, her colleagues and management rallied to support her. “Thus, I was able to handle my commercial duties and oversee the performance of my staff. I was also able to enjoy my maternity leave fully (twice) to care for and bond with my babies,” she recalled.

After the birth of her second child, when the government extended maternity leave entitlement to 4 months, Ms Kwok crafted an unusual arrangement with her employer. She distributed her fourth month of leave by working 3 days a week for 10 weeks. This helped her to transition back to work in a more relaxed manner, which she felt helped sustain her lactation supply.



The lactation room supplied by her company was a great boon. “I was able to manage my work and lactate twice a day,” she said, “The lactation room was convenient and private, and its soft music and dim lights enabled me to relax easily within minutes to promote lactation efforts.”

As a mother and working professional, she is grateful for Xcellink’s telecommuting arrangements which allow her to spend more time with her children without compromising her professional commitments.

Now, Ms Kwok can confidently say, “From my experience thus far, I truly believe that, with the support of their companies, work-life balance for working mothers can be achieved.”

#### Employee Quote

*Ms Foo Sook Yee, HR executive, is a mother of 2 school-going daughters.*

In 2005, Ms Foo started working part time (50%) with Xcellink so as to spend more time with her children who are in Primary and lower Secondary School. Now, her work hours have increased to 30 hours per week as her daughters need lesser attention from her. The company has planned and structured the team to accommodate her request without compromising the service delivery.

To find out more about Xcellink, please visit <http://xcellinkgroup.com/>