



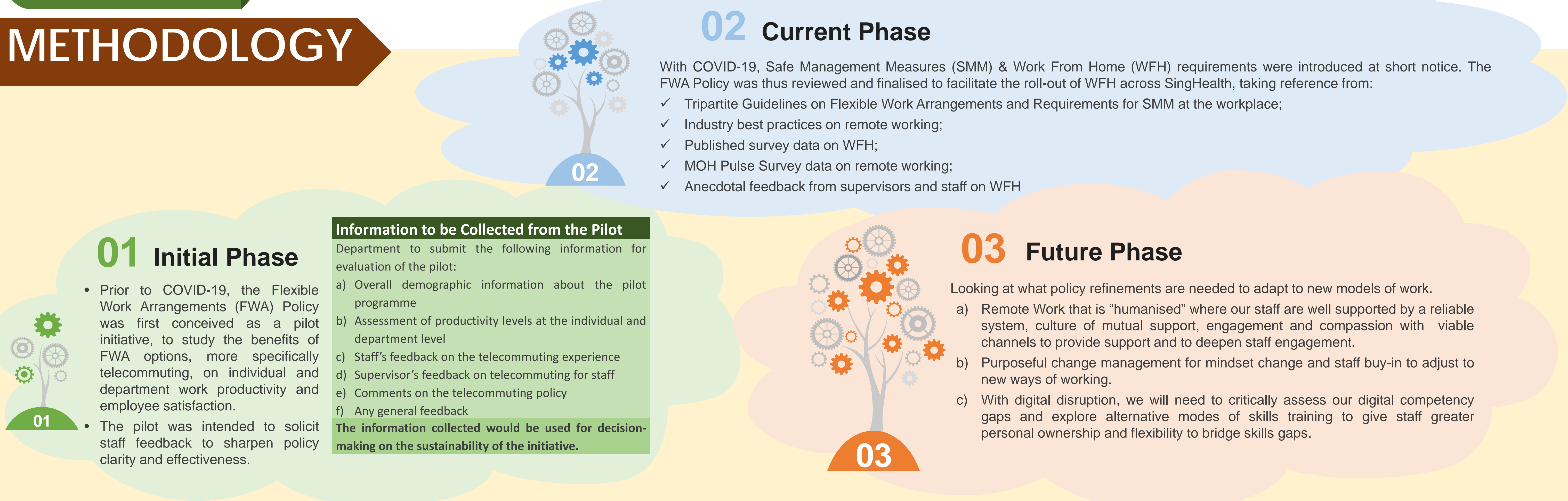
BACKGROUND

Making the Transition to a New Normal The COVID-19 pandemic has thrust us into a changed world with new priorities which compel us to rethink and reimagine the way we work. It has also precipitated changes originally planned along a longer time horizon, with the urgency to respond to a COVID-19 changed world. Flexible Work Arrangements (FWAs), including remote working, was one such initiative which took the spotlight as HR charted possible options for our staff to transit to the “new normal” and for how and where work gets done productively under such arrangements.

AIMS

- What are the intentions?**
 - To provide a wide-ranging suite of flexible work options to support our staff
 - To support the shift to a more digitally mobile workforce and proliferate remote platforms for work-related activities
- Benefits of Remote Working - Who is it for?**
 - Helps SingHealth staff to integrate their multiple life roles, whether as working parents, carers or in simply seeking alternative work patterns suited to individual work-life preferences
 - FWAs help attract and retain talent competitively, and facilitates nimble deployment of manpower. This flexibility also helps our staff to become more productive, as they can better manage their work and personal responsibilities.
 - In the COVID-19 situation and in the post-COVID environment, WFH will help to reduce the risk of transmission at the workplace and also reduce crowding on public transport and in public spaces.
- Making Remote Working Work – How can it done?**
 - ✓ **Culture, Trust, Mindset** (Creating a workplace culture that extends trust - “Not how, where or when they do it, but what they deliver”)
 - ✓ **Engagement, Enablement and Empowerment** (Blended orientation programme for new joiners to more effectively assimilate them into the new work environment and provide the necessary on-the-job training support for better retention of new staff)
 - ✓ **Performance Management** (Equip supervisors with New Methods of Goal Setting, Assigning Work, Monitoring Progress, Providing Feedback and Coaching to ensure that remote working is sustainable and effective)
 - ✓ **Competency Building** (Re-skilling, Up-skilling and Multi-Skilling, approach must be equally responsive and adaptive for an agile, flexible and tech-savvy workforce)
 - ✓ **Digital Transformation** (Necessary resources, devices, systems, processes and operating parameters at every step of the change process, enforcement of cyber security)

METHODOLOGY



NEW POLICY 1 Flexible Work Arrangement

- FWAs can be in the form of flexi-time, flexi-load or flexi-place and may be a temporary or longer-term arrangement for staff to better manage their work and personal / family commitments.
- Examples of FWAs include, but are not limited to, the following:

Types of FWAs	
(a) Compressed Work Week	A work arrangement where a staff works his full-time hours in fewer than the normal number of days per time period.
(b) Staggered Hours	A work arrangement where a staff can vary his daily start and end work times to suit his work and personal commitments, within management-set limits.
(c) Part-Time Work	A work arrangement where a staff works fewer than 35 hours a week.
(d) Job Sharing	A work arrangement where two or more staff share one full-time position.
(e) Telecommuting / Work from Home (WFH)	A work arrangement in which the job is performed remotely from home or another work location other than the staff's usual workplace in SingHealth.

- For practical implementation of FWAs, the policy establishes:**
- Roles & Responsibilities of HODs, Supervisors & Staff
 - Process for seeking approval for FWA
 - Considerations in reviewing FWA applications

NEW POLICY 2 Telecommuting / WFH

In anticipation that telecommuting / WFH will become an integral part of working in the “new normal”, a separate policy was introduced to support its effective implementation.

- For joint commitment towards an effective, positive and flexible remote working experience, the policy sets out clear expectations and encompass the following:**
- Roles & Responsibilities of HODs, Supervisors & Staff
 - SingHealth's position on telecommuting / WFH where it is encouraged as far as possible and the form it takes can vary subject to mutual agreement on WFH arrangements
 - Checklist to facilitate discussion and agreement on the details of the telecommuting / WFH arrangement

RESULTS

CONCLUSION

- ❖ As work models continue to evolve, SingHealth's FWA and remote working policies will evolve in tandem to better cater to the strategic priorities of SingHealth and the needs and aspirations of our staff.
- ❖ To support SingHealth as a work-life friendly employer, HR will continue to review related policies to stay relevant and aligned with the latest guidelines. This will also enable staff to better balance and integrate their multiple life roles, while having a fulfilling career with SingHealth.