



A Positive Organisational Culture That Supports FWA Implementation

Industry Best Practices:
Royal Plaza on Scotts Singapore

Produced by:



Tripartite Alliance for
Fair & Progressive Employment Practices

tafep.sg

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A POSITIVE ORGANISATIONAL CULTURE THAT SUPPORTS FWA IMPLEMENTATION

Royal Plaza on Scotts Singapore (Royal Plaza) is an award-winning business hotel located in the heart of the city. The Hotel's promise is to make every guest experience a memorable and 'colourful' one, and it has garnered accolades from guests and the industry in recognition for its

personalised hospitality. Employees are aligned with the organisational values, 'C.O.L.O.U.R.S' and demonstrate this through positive attitudes and behaviours that deliver a guest experience of the highest standards.

CULTURE OF TRUST AND RESPECT

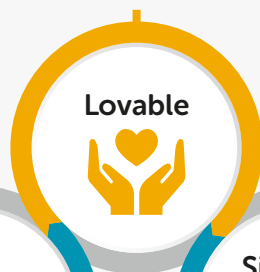
We think out of the box, bring new ideas to life and create moments that are refreshingly imaginative.



We think on our feet and make swift decisions to give our guests a seamless experience.



We turn up our genuine charm and win the hearts of our guests and our colleagues.



We're empowered to seize the day (and the moment) to make a difference.



Unexpected



What you see is not always what you get. We like to think our hidden talents make us versatile to surprise and delight our guests.

Real



We stay away from scripts. Instead, we love to keep things authentic and individualised whenever we can.

Sincerity



Quite simply, we put our heart (and soul) in whatever we do so we can keep up a genuine emotional connection.

Here, the Management recognises that an engaged workforce leads to great guest experiences, and thus invests efforts in progressive human capital practices such as flexible work arrangements (FWAs) to support employees as they manage career with personal roles and responsibilities.

Mutual trust and respect underpin these workplace practices and have a significant impact on how these are designed and implemented. Cultivating trust begins with the leadership, who understand that listening to employees is not sufficient on its own; following through and executing solutions and changes, is a critical factor. One example is of how Management, upon receiving feedback, removed the requirement for employees to 'clock in and clock out' and record their attendance

when working shifts. Additionally, supervisors have the flexibility to manage shift schedules to suit operational and individual needs for those on a 22-hour work week. This practice is anchored on their belief that all employees are trustworthy and accountable for their actions and can be depended on to accomplish work without constant monitoring.

As a result, employees recognise that the Management carefully considers them in the decision-making process and reciprocate by adapting quickly and responsibly to new workplace practices and policies. This is especially evident amongst long-serving staff who show high confidence in Leadership decisions.



FLEXI-PLACE



FLEXI-LOAD



FLEXI-TIME

5 – Day Work Week (2008)

- Employees have the option to work either a 5-Day or 6-Day work week to meet the standard total number of working hours.
- This flexibility enables employees to choose the work option that helps them to best manage their personal responsibilities.
- Majority of employees opt for the 5-Day work week and it is mainly utilised by employees in both operations and administrative roles.

Part-time Work (2008)

- Employees have the option of reducing their work hours to a 22-hour work week, often to meet temporary needs at their current life-stage.
- This FWA was originally implemented to provide flexibility for new mothers wanting to ease back into the workforce or spend more time caring for the family. However, it is now used by mature workers transitioning to retirement as well as those with some health conditions.
- All employees are eligible. Currently utilised by some employees both operations and administrative roles.

Staggered Work Hours (2015)

- Employees have the option of varying their start and end times, to enable them to manage personal and work arrangements (e.g. attend evening lessons to upskill, send their children to school in the mornings etc.)
- Mainly utilised by employees in administrative roles.

EXAMPLES OF UTILISATION OF FWAS:



Janet (waitress) who is in her 60s felt that her age is catching up with her and would like to take it slow to enjoy her golden years. She is a valuable employee as she sets a good example in terms of work performance and is well-liked by both internal and external guests. Therefore, we offered her a Part-time work (22 hours work week) which she gladly took up.



Kim Hing (housekeeping attendant), who is 76 years old, is also on a part-time work arrangement (22 hours work week). This arrangement allows her to cook a hearty lunch for her grandchildren before heading over to the hotel for work.

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Having the option to stagger my start-work hours any time between 7.30am to 9.00am, allows me to better manage my personal commitment and interest. For example, when I start work as early as 7.30am and end at 5pm, I have plenty of time to spend with my parents and workout with my friends. Alternatively, I can workout in the morning and request to start work at 9.00am instead.

LEE KIT YEE SHARMAINE
HUMAN CAPITAL OFFICER

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SUCCESS FACTORS FOR EFFECTIVE FWA IMPLEMENTATION

For Royal Plaza, the strong mutual trust that has helped to effectively embed flexibility in work arrangements, has been intentionally cultivated in the following ways:

1 Robust Process of Alignment & Engagement

With each new initiative or policy, the Hotel adopts a structured process to engage the entire organisation starting from the top with the Leadership team, comprising the General Manager and Heads of Departments, and then systematically communicating their message throughout the organisation.

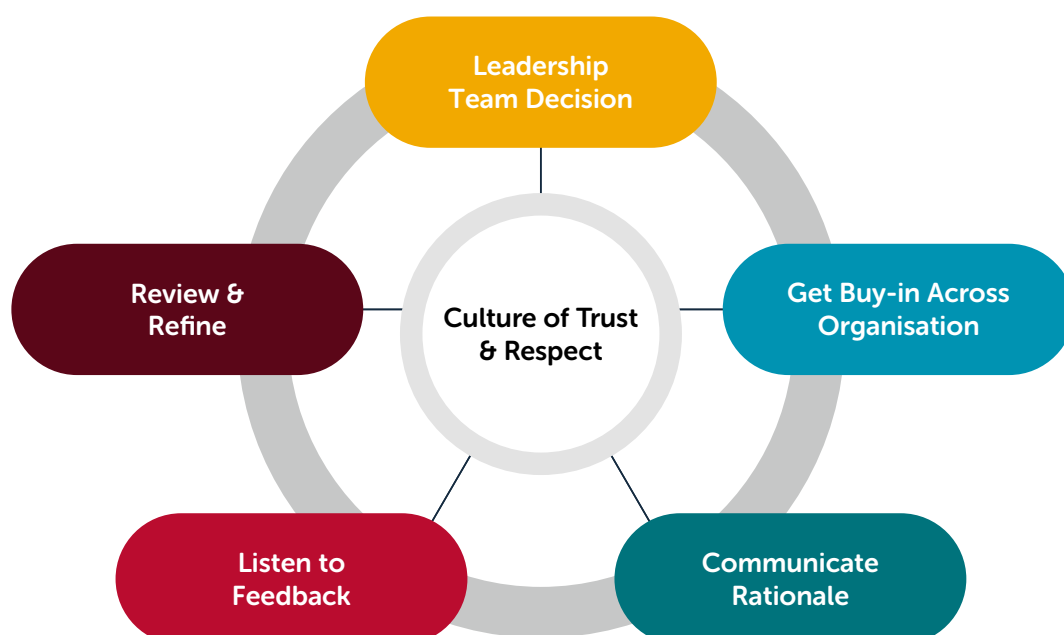
This engagement and cascading process through extensive communication enables the leaders to share with the rest of employees on the rationale of the policies as well as expectations of staff.

Multiple platforms (e.g., townhalls, department meetings, information conversations) are used to build relationships, deepen connections and understanding of different perspectives.

Engagement and communications have been important factors in creating transparency and

fostering trust, especially when the messages are delivered authentically by leaders. The General Manager engages employees at townhalls as well as one-to-one and small group sessions.

With these engagement processes in place, employees are accustomed to regular interaction with the senior leadership and are comfortable raising questions and providing feedback, even on potentially sensitive issues. For example, a suggestion by employees resulted in a change to the medical leave application process, with the Management deciding that a medical certificate need not be presented for up to three non-consecutive days within an employee's 14 days medical leave entitlement. This culture of listening to, and engaging employees has helped to streamline human capital processes and policies.



2 Management as Role Models

As Management at all levels ‘Walk the Talk’, employees across the organisation are also strongly encouraged and motivated to mirror the same commitment demonstrated by their leaders. This is especially important in times of critical change and when transformation is desired, such as the implementation of FWAs. For example, when the Hotel adopted online communication tools such as virtual meetings and online messaging systems, the General Manager and Senior Management took the lead in learning new skills to utilise the technology effectively. This has a knock-on effect for the supervisory level staff who became more open to learning how to use the new tools. This resulted in a 100 percent adoption rate and increased effectiveness in communications.

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I believe in staying positive during these trying times. 28 years and counting with Royal Plaza on Scotts has given me the confidence to trust that we will emerge from this stronger together.

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ABDUL JALIL BIN YUSOFF
CONCIERGE OFFICER

3 Performance Driven Mindset

At Royal Plaza on Scotts, the inherent assumption of both the Management and employees is that the organisation should work together to ensure the successful implementation of new initiatives and policies – including FWAs. This stems from the Hotel’s values that promote organisational excellence and innovation. Hence, if employees observe that a new initiative is not “working out” well, there are channels for them to provide feedback and a system to review and refine the programme or policy. Senior management also strongly believe that employees should question the status quo and always find opportunities to improve existing practices.

Thus, when new ideas arise, employees are encouraged to “Experiment, and do it fast”, and improve through subsequent iterations.

The Covid-19 pandemic also created opportunities to shift mindsets and enable a more seamless FWA implementation experience. Royal Plaza, which was called upon to host guests on Stay Home Notice (SHN), required employees to quickly adapt to new processes and tasks and pick up new skills as part of business continuity. This served to accelerate the pace of transformation and FWA adoption for the Hotel.

STAYING COMPETITIVE AS WORKPLACES EVOLVE

As the work landscape in Singapore rapidly evolves, and more employers embrace FWAs as part of their new working style, the Management recognises the need to consider extending flexibility even further to remain attractive as an employer. This includes exploring FWAs that have been traditionally less common in the industry, such as a hybrid work model where employees have options to work from office or remotely from vendor-managed workspaces or home.

At Royal Plaza, the Leadership Executive Committee adopts a stance of being open to trying new FWAs and approaches to flexibility. Post-pandemic, the general workforce was assessed to have the skills to utilise hybrid working effectively and expressed a preference for this flex option. At the same time, concerns were raised from both the Management and employees, on the possible negative implications of reduced face-time, such as loss of connection and teamwork with colleagues. Hence the Hotel has decided to implement flex initiatives that encourage hybrid working and are committed to refining these practices along the way. These are:

- Fridays/One Day Work from Home option for Back-End Corporate Administrative Roles
- “No Meetings” Fridays for all employees
- An After-hours communication policy to reduce non-emergency work communications; all work-related communication and enquiries will be kept within 9.00am to 5.00pm.

Additionally, the Hotel is building on an earlier job redesign initiative where housekeeping roles were changed to address the physical well-being of mature workers. The Management is exploring ways to extend job-sharing opportunities even further as job roles are reconstituted for greater organisational efficiency.

At Royal Plaza on Scotts, the underlying organisational culture and values support the implementation of FWAs; both Management and employees are keen to find new ways to work more efficiently and communicate closely such that FWA practices and policies can be quickly refined such that they benefit the organisation and the workforce alike. This commitment to continuous improvement ensures the sustainable implementation of FWAs in the long term.

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There is no one size fits all solution and the FWA arrangements have evolved over time. For the organization to attract and retain committed talents, companies must move forward with an open heart and mind to evolve with the changing needs.

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ONG PAU HSING JULIANA
DIRECTOR OF CULTURE & HUMAN CAPITAL



Tripartite Alliance for
Fair & Progressive Employment Practices

Tripartite Alliance for Fair & Progressive Employment Practices

80 Jurong East Street 21, #02-05,
Devan Nair Institute for Employment and Employability,
Singapore 609607

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About Tripartite Alliance for Fair and Progressive Employment Practices

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) was set up in 2006 by the tripartite partners (Ministry of Manpower, National Trades Union Congress, and Singapore National Employers Federation), to promote the adoption of fair, responsible and progressive employment practices.

TAFEP is one of three agencies under TAL, along with the Tripartite Alliance for Dispute Management (TADM) and the Workplace Safety and Health (WSH) Council.

TAFEP helps employers build workplaces where employees are respected, valued and able to achieve their fullest potential, for the success of the organisation. Employers can approach TAFEP for tools, resource materials and assistance to implement fair and progressive practices at their workplaces. Employees or individuals who encounter workplace discrimination or harassment can seek assistance and advice from TAFEP.