



Tripartite Alliance for
Fair & Progressive Employment Practices



Tripartite Alliance Award Briefing Session: Work-Life Excellence Category

Agenda

- Award Assessment Criteria
- Overview of the Work-life Excellence Category
- Observations: Key Characteristics of Past TAA Exemplary Employers
- Summary
- Q&A
- Feedback & End

Award Assessment Criteria

- While the specific criteria vary for each category, organisations should demonstrate how they value and facilitate the progress of their workforce through their practices in these key areas, namely:
 - **Business case** for implementing the strategies and practices of respective award categories
 - **Management commitment demonstrated** toward enabling the success of implementation
 - Range and extent of the various **policies, programmes and communications** to facilitate consistent implementation and sustainability
 - **Effectiveness** of the strategies and programmes
 - Commitment to **continuous improvement in the category (i.e. work-life practices)**

Assessment criteria are reflected in the **four main questions** of the application form

Overview of the Work-life Excellence Category

Recognises organisations with:



1: What strategies does your organisation implement to create a work-life friendly workplace?

Please include any key enhancements or improvements made over the last 2 years.

How have these strategies contributed to organisational performance?

Key Areas

- **WHY** - Business case for implementing Work-Life programmes, practices and policies
- **HOW** - Key strategies that contribute to the organisation's successful implementation of work-life programmes, practices and policies
- **HOW** it is aligned with the organisation's values and culture
- **WHAT** - The success indicators and outcomes of implementing the strategies, policies, and/or programmes in the organisation

1: What strategies does your organisation implement to create a work-life friendly workplace? Please include any [key enhancements or improvements](#) made over the last 2 years. How have these strategies [contributed to organisational performance](#)?

Good examples:

Clear business case

- Shared a statement on why the organisation implements work-life programmes/policies, linking to specific business needs.

Work-life strategy

- Provided details on origin of Work-life strategy. Shared a statement on organisation's work-life philosophy/beliefs and how this is aligned with organisational vision, mission, core values.

Identified success indicators & Outcomes

- Shared **internal** indicators; polls/survey results, implementation success stories
- Shared **external** indicators; awards/external validation/certification

1: What strategies does your organisation implement to create a work-life friendly workplace? Please include any [key enhancements or improvements](#) made over the last 2 years. How have these strategies [contributed to organisational performance](#)?

Common gaps in application forms

- Business case is not stated
- Work-life strategy is not stated
- Lack of success indicators and results, or relying on broad statements without providing supporting evidence

Tips for Employers:

Review your response and check if it....

- Accurately reflects **why** you are embarking on work-life initiatives (i.e. business case)?
- Articulates your work-life strategy; **how** does it align with your business needs, values, mission and vision?
- Provides **details** of success indicators and tangible outcomes experienced (e.g. qualitative and quantitative)?

2: How does your organisation's management demonstrate its commitment to the overall work-life strategy and practices? Please include any key enhancements or improvements made over the last 2 years.

Key Areas

- **Communication & Role modelling:** How management/senior leaders communicate and role model their philosophy and direction in implementing work-life practices and policies
- **Accountability & Outcomes:** How management is held accountable/responsible for the implementation and sustainability of work-life practices and policies

2: How does your organisation's management demonstrate its commitment to the overall work-life strategy and practices? Please include any key enhancements or improvements made over the last 2 years.

Common gaps in application forms

- Share company practices without including any reference to actions taken by management
- Share generic information about management commitment with no elaboration
- Lack of evidence regarding management accountability and effectiveness in implementing WL practices?

Tips for Employers:

Review your response and check if it....

- States **who are the key staff** at a senior management level championing work-life and what is their **role and responsibility** in this area?
- What are the **specific steps** they have taken to champion for WLE within the organisation?
- How are they held **accountable** for results/outcomes? (e.g. *KPIs, deliverables*)

2: How does your organisation's management demonstrate its commitment to the overall work-life strategy and practices? Please include any key enhancements or improvements made over the last 2 years.

Good examples:

Setting the strategic direction

- Clearly indicates who sets the strategic direction; names, designations of work-life champions.
- Indicated specific role(s) in championing the work-life agenda
- Provided specific examples of how/when the Senior Management initiated and provided support for work-life initiatives

Role modelling

- Provided examples of how Senior Management 'walked-the-talk' (e.g. utilising flexible work arrangements when it was first implemented).
- Provided examples of when Senior Management communicated to the workforce on work-life matters (e.g. townhall meeting, personal sharing via email, Small group discussion sessions organised for staff)

Accountability

- Shared how senior leaders are held accountable for work-life outcomes (e.g. included in individual KPIs).

3: Demonstrate the extent of your organisation's current implementation of a work-life strategy and practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Key Areas

- **Understanding of work-life needs** of workforce; does the organisation identify employees' needs, and consider this in the overall implementation of work-life practices?
- **Implementing a range** of work-life programmes and policies.
- **Communicating** the overall strategy and work-life initiatives across the organisation; does the organisation communicate the overall work-life plans with all levels of the organisation?
- **Equipping** the workforce to effectively use/implement the work-life programmes and policies
- **Highlight** any noteworthy achievements/initiatives (e.g. programmes, policies)

3: Demonstrate the extent of your organisation's current implementation of a work-life strategy and practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Common gaps in application forms

- State that the organisation adopts the Tripartite Standards (i.e. Work-life Harmony) without further elaboration
- Lacks comprehensive coverage of practices on implementation; Does not include all initiatives, when it was implemented, utilisation and other notable achievements

Tips for Employers:

Review your response and check if it...

- Demonstrates **how** your organisation abides by the Tripartite Guidelines or Tripartite Standards
- Includes **all** work-life initiatives (programmes and policies) and notable achievements
- Includes **relevant** details. Use the '5Ws and 1H' method:
 - *Why: The objective*
 - *What: Name of initiative (programme/policy)*
 - *Who: Target audience, % of workforce that utilise it*
 - *When: When was it implemented*
 - *How: Share the implementation process*
 - *Any positive outcome observed (quantitative/qualitative)*

3: Demonstrate the extent of your organisation's current implementation of a work-life strategy and practices. Where applicable, please highlight any key enhancements or improvements made over the last 2 years.

Good examples:

Work-Life Needs

- Organisation conducted **work-life needs analysis** to understand the relevance of programmes and policies for the workforce.

Work-life practices

- Provided description of each work-life initiative, as well as utilisation rate.
- Provided examples of employees that have benefitted from the work-life programmes and policies.
- Provided training for managers/supervisors on how to manage a flexible working employees.
- Provided details on how HR provided hands-on support to supervisors when FWAs were first introduced.

4: Describe how your organisation is committed to the **continuous improvement and enhancement** of its work-life strategy and practices. Share the **initiatives planned over the next 2 years** to further strengthen these areas.

Key Areas

- **What** your organisation does to review and respond to:
 - ✓ The changing business environment and employee needs
 - ✓ Keep abreast of local and international best practices trends in the area of work-life harmony for benchmarking and improvement
- **Improvements** made to employment policies, programmes and practices over the last two years and future plans for **enhancement** in the next one to two years



The focus of this question is on the **ongoing improvement of organisational practices and future plans that are in the pipeline**

4: Describe how your organisation is committed to the **continuous improvement and enhancement** of its work-life strategy and practices. Share the **initiatives planned over the next 2 years** to further strengthen these areas.

Good examples:

Responding to changes

- Participated in external industry events/training to learn best practices in the area of work-life practices

Making improvements

- HR carried out employee focus groups/surveys to understand needs of workforce.

Plans to enhance employment policies, programmes and practices

- Concrete plans to enhance an existing work-life initiative (e.g. expanding a flexible work arrangement to cover more departments).
- Identified a specific area of focus for the next year and shared plans on what they intend to do; provided broad timeline.

4: Describe how your organisation is committed to the **continuous improvement and enhancement** of its work-life strategy and practices. Share the **initiatives planned over the next 2 years** to further strengthen these areas.

Common gaps in application forms

- No information on how the organisation intends to improve/evolve its practices and policies over time.
- Provide generic statements without any elaboration on specific plans for the organisation.

E.g. Our company believes in work-life harmony programmes and will continue to implement them.

Tips for Employers:

Review your response and check if it...

- Shows the **evolution** of your work-life strategy over time – what is the link between the current and future plans?
- Provides details on **specific future plans** for new initiatives or improvements on current initiatives.
- Includes how you have **identified areas** for refinement.

Observations: Key Characteristics of Past TAA Exemplary Employers

These are the key values generally held by exemplary organisations



Trust & Inclusivity

- Fostering an environment where every voice is heard
- Embracing diversity and promoting inclusion



Respect & Empathy

- Treating everyone with dignity and respect
- Showing empathy towards employees' needs and concerns



Genuine care for employees

- Provide a safe and supportive workplace
- Prioritising employee well-being

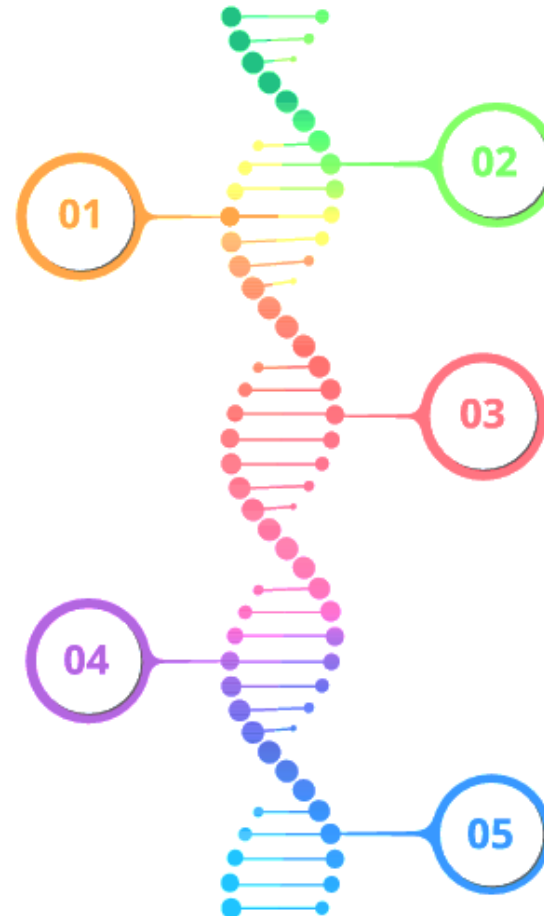
Exemplary employers typically possess the following five elements in their DNA

Collaborative Networks

- Cultivate **mutual trust** and social capital within the organisation.
- Encourage **open and transparent communication** and **facilitate relationships**

Talent Optimisation

- Invest resources and **provide fair opportunities** to enable employees to reach full potential



Employee Voice

- Value employees' feedback in a **safe environment**
- **Take appropriate actions** based on feedback

Continuous Evolution

- Embrace change to **improve** practices to achieve superior business outcomes
- **Experiment with new ways of working** and **leverage data to track and measure effectiveness.**

Holistic Care

- **Respecting** the well being of employees over their life span with them

Summary

Show evidence of the business case, leadership, implementation and forward plans



Strategy & Business Case

- WHY: rationale for investing in work-life
- HOW: alignment to business needs, values & culture
- WHAT: measurable outcomes delivered



Management Commitment

- WHO: senior-level champion(s)
- Specific actions taken to lead the agenda
- How leaders are held accountable for results



Extent of Implementation

- Understanding workforce needs (5W1H)
- Range of programmes & policies
- Communication across all levels, and take-up



Future Plans

- Responsiveness to change
- Benchmarking against best practices
- Specific enhancements planned for next 2 years

Summary

Additional tips:

- Use the **guiding questions** found in the application form when answering the questions to ensure thorough and relevant responses
- Share your organisation's **current practices & policies**
 - Avoid using words such as 'could', 'should' and 'will' as they create ambiguity about whether the practices described are reflective of current practices, unless you are sharing about the organisation's future plans (e.g., in Q4).
 - Include any enhancements or improvements made over the last 2 years (where applicable).
- Avoid broad statements; and substantiate your responses with **relevant and specific examples or evidence** (e.g., name of programmes, qualitative or quantitative data)
 - Use the '1H and 5Ws' to help you
- While there is no word limit for the questions, **be concise in your responses** and refrain from providing a laundry list without supporting information
 - As a guide, the word count for each question should be between 500-700 words

End

