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Taking the Lead to Generate Healthy Returns

The winners of the 2006 Singapore Health Leader Award (from left to right): Mr Erik Peyrer, VP, Business Development, APME, Cooper Cameron (Singapore) Pte Ltd; Mr Wong Woon Liang, Director-General, Civil Aviation Authority of Singapore; Ms Pang Kim Bee, Plant Manager, Becton Dickinson Critical Care Systems Pte Ltd; Dr Wu Shen Kong, Country Head, BP Singapore Pte Limited; and Col (NS) Jordan Woo, GM, Singapore Discovery Centre Ltd.

Absent: Mr Soh Kee Hean, Director, Corrupt Practices Investigation Bureau and Mr Quek Gim Pew, CEO, DSO National Laboratories.



LEADING BY EXAMPLE

The notion of workplace health and well-being has evolved significantly in recent years. The holistic workplace health systems of today provide support on many levels – physical, social, personal and developmental – to improve overall employee quality of life both within and outside the workplace. Employers who do this will see dramatic results, including improved morale, productivity and, ultimately, profitability.

And, going by the results of this year's Singapore HEALTH Awards, more and more employers are reaping these benefits. Since the introduction of the Singapore HEALTH Awards programme by the Health Promotion Board (HPB) to recognise excellence in workplace health promotion (WHP), the number of award winners has seen a jump of 2.5 times, from 132 in 1999 to 349 this year.

The quality of WHP programmes is also on the rise: the number of Gold Award winners have climbed 46%, from 94 in 2005 to 138 this year, while 12 organisations received the Platinum Award this year – the highest number since the introduction of the award in 2003 to recognise organisations who achieved the Gold Award standard for three or more years consecutively and have demonstrated tangible results in their WHP programmes.

Mr Wong Yew Meng, HPB Chairman said, "We are pleased that the significant improvement in the quality of WHP programmes this year shows that more organisations are now increasingly cognisant that one of the characteristics of a good organisation is one that looks after the health of the employees."

This year's Singapore HEALTH Awards were presented on

5 October at the Orchard Hotel, and held in conjunction with the 6th National Conference on Workplace Health Promotion.

With the theme, "Sustaining Workplace Health Promotion in the New Economy", the two-day conference addressed the challenges facing organisations and the need to be cognisant of the health issues facing their employees and to be responsive in helping address these needs of their employees.

Addressing the role and importance of healthy leadership was Dr Karen Heckert, Regional Adviser on Health Promotion, Western Pacific Regional Office, World Health Organisation. Dr Heckert, who has a vast experience of more than 20 years in the planning, development, management, evaluation and research of public health programmes, stressed during her presentation the importance of proactive leadership in sustaining WHP programmes.

She said, "Like all corporate initiatives, WHP programmes will only be successful if they are driven by proactive leadership. It is vital for leaders to set a healthy example for their staff."

This year, seven individuals were selected from both the public and private sectors to receive the Health Leader Award, in recognition of their exemplary leadership in WHP. Indeed, when it comes to ensuring high levels of participation in WHP activities, there is nothing more powerful than employees seeing the CEO sweating it out in the gym alongside them.

humanCapital speaks to six of the Singapore Health Leaders to learn more about their involvement in WHP and the benefits their organisations have gained from investing in employees' health and well-being.

The Balanced Scorecard Approach

To drive the success of the company's WHP programme, Ms Pang Kim Bee, Plant Manager of Becton Dickinson Critical Care Systems Pte Ltd and Health Leader Excellence Award winner, incorporated a Fitness Index into the company's balanced scorecard.



Ms Pang Kim Bee

On winning the award:

I am honoured to receive this award. Winning this award is not a personal achievement as this was only made possible by the commitment from each and every associate in the plant to embrace a healthy lifestyle. If they have not believed in this programme, as I have believed in, we would have not been successful.

On the WHP programme in place at Becton Dickinson:

The WHP programme is a highly integrative programme – human resources allocated to this programme would run it just like they would for

other business initiatives, with specific goals and targets to achieve.

Our WHP programme is one of the key initiatives under the Supportive Environment of the plant's Workforce/Workplace (WF/WP) Index, which is a key performance measure for the Learning & Growth perspective of the plant's Balanced Scorecard. The three pillars in the WF/WP Index are building high-performing leaders, developing high-performing teams, and creating a supportive environment at the workplace.

The WHP programme, with integrated linkage to the plant's Environmental, Health and Safety Management system, is designed to play a pivotal role in enhancing employee's morale and satisfaction within the workplace, thus addressing an important area in the site's long-term strategic goal of making the plant a great place to work. We strongly believe that the success of our WHP programme will contribute positively to the success of the business through positive achievements in areas such as good staff retention, competitive recruitment, and excellent health and safety performance.

In terms of innovativeness, the creation of the Fitness Index helps us to define and trend the WHP performance in terms of goals and targets achievement. This Index, together with the rest of the business performance indices, forms the key business objectives for the plant's 5-year Continuous Improvement Plan as we journey towards the corporate vision 2010. This Fitness Index is a composite index that measures the physical and emotional health of our workforce – body mass index (BMI), blood cholesterol, physical fitness and stress/anxiety/depression level.

The Index, in permitting a quantifiable measure of success, provides the added opportunity for the plant to tie it to the team-based variable bonus payout, further highlighting the plant's commitment towards workplace health. The real reward of this programme is in knowing that we have made a difference in improving our associates' health; while the monetary reward provides the extra icing on the cake.

On the business benefits and results of WHP:

With the implementation of the WHP programme, we have seen the following results.

- An improvement in the Fitness Index score from a baseline of 25% in 2004 to 75% in 2005 and 81% in 2006;

- A 21% progressive reduction in the medical cost per employee from 2003 to 2005;
- A 16% progressive reduction in absenteeism rates from 2003 to 2005; and
- Zero accident frequency rates for 2004, 2005 and 2006.

On her involvement in promoting health at Becton Dickinson:

As the site leader, it is important for me to play a distinct role in supporting and helping the WHP leader and her team in coming out with innovative ways in strategising on both the near term and long term implementation plan for the programme. It is also important for me to be able to provide advice and support for good seedling concepts to drive this programme, such as mooted the idea for a Fitness Index, suggesting the launch of a gardening interest group within the plant, etc.

It is essential for me to share good personal lifestyle behaviour, at both formal and informal communication sessions with associates to create an open environment on sharing values and beliefs on matters as personal as one's health. By creating the buzz and readiness on the sharing of good experiences and results on healthy practices, it helps to influence and promote behaviours that support the hive of activities and initiatives that the WHP committee comes up with. My personal belief is to spark the flame on the importance of one's health and see the "fire" fan out to as many associates as possible.

Promoting workplace health, unlike the other prerequisites of business such as manufacturing efficiency, is not something that is self-driven by the outcome expected. Concerted effort in the right direction must take place, and in this context, top-down support is a necessity.

The WHP programme is with a somewhat top-down approach. At all times, I make it a point to lead by example. As an ambassador for healthy lifestyle, I share my personal experiences and conviction on how healthy lifestyle makes a difference in my working life. For instance, during regular communication with the associates, I would take every opportunity to share my experience on how the choice of a healthy diet and regular exercise regime helped in lowering my cholesterol level. My principle of driving the plant's WHP programme centres on the belief that if the person driving an initiative does not believe in it, then there is no moral impetus for him or her to drive the initiative.

On putting the company's core values into action when promoting health at the workplace:

BD's four core values clearly manifest the fundamental importance of good employees' health within its business culture. The leader and all associates are to live the values:

- (i) "We do what is right". This defines the need for each employee to internalise the drive for the highest level of personal commitment for excellence in his or her actions. Looking after one's health and the health of one's fellow associates is the most basic expectation of this commitment.
- (ii) "We accept personal responsibility". This requires each employee to undertake personal responsibility and accountability for one's health and well-being.
- (iii) "We always seek to improve". This underlines the need for all employees to strive for continual improvement in their work, predicated by first ensuring their own good health and social well-being. Senior management continue to improve the working environment and employees' well-being to create a great place to work.
- (iv) "We treat each other with respect". This delineates the respect for differences in individuals' life styles and values. The senior management encourages participation from all employees in workplace health promotion activities and seek to improve employees' health through influencing them, rather than by enforcing them.

7 Habits of a Highly Effective Health Leader

Mr Wong Woon Liong, Director-General of the Civil Aviation Authority of Singapore (CAAS) and winner of the Health Leader Excellence Award, says business leaders need to adopt HEALTHY habits to ensure the success of their organisations' WHP programmes.



Mr Wong Woon Liong

On winning the award:

Health promotion is a never-ending exercise: it requires teamwork, commitment and perseverance. I am pleased to say that we have them all in CAAS, and hence have been able to achieve some results so far. Therefore, this award is really a public recognition of the efforts of many of my colleagues, especially those in our Human Resource Division and the Changi Airport Recreation Club, who have worked tirelessly with me all these years to promote health and well-being in CAAS. I am proud to represent them in accepting the award. It should spur us to do better in the future. What satisfies us most is to

see more and more of our colleagues and their families adopting a healthy lifestyle and having a happy and balanced work life.

On the WHP programme in place at CAAS:

We believe in a holistic and balanced approach to promoting the health and well-being of our people in CAAS. Thus, we have adopted four key thrusts to guide the development of initiatives under our CAAS WHP programme: Health & Fitness, Relationship Building, Financial Planning and Personal Development.

Supporting these four thrusts, our Changi Airport Recreation Club provides a conducive environment, not only for staff to exercise and play sports, but also to relax and bond with colleagues. It also organises exercise as well as hobby classes, and talks on health, financial planning and family matters. And it is open as early as 7.30am and closes at 10.30pm, to cater to office-hour as well as shift workers. As an incentive to staff to develop healthy lifestyle habits, we have in place a Wellness Bonus Points Programme that rewards those who utilise the Club's facilities regularly. The accumulated points can be used to exchange for free classes or usage of facilities.

On the business benefits and results of WHP:

The WHP programmes offer a means for us to demonstrate care for our people, and a means for them to strengthen their bonds with CAAS as well as with one another. We strongly believe that a healthy and balanced officer is much more productive than one who is not, and I am proud to say that based on survey findings, the proportion of CAAS staff who exercise regularly (34%) is much higher than the national average (25%), while the incidences of hypertension (17%), high cholesterol (10%) or high blood glucose levels (< 3%) in CAAS staff are significantly lower than the national average (20%, 19% and 8% respectively).

On his involvement in promoting health at CAAS:

My mantra of "less salt and less oil" is probably quite famous in CAAS now, and my staff would probably say that the Director-General constantly nags them to exercise! On a serious note, I chair the CAAS PS21 Steering Committee that oversees the WHP programmes put in place by my Staff



Mr Wong (third from left, sporting tag number 289) at CAAS' annual Director-General Challenge Trophy cum Sports For Life Walk. Held in January at the Pasir Ris Park, the event attracted the participation of about 300 staff and members of their families.

Well-being & Fitness Sub-committee. I am also the Chairman of the Changi Airport Recreation Club which I constantly promote to all my staff. I think my passion for living a healthy lifestyle has helped in promoting health in CAAS. I try to exercise every day at the Club and I join my staff for monthly walk-a-jogs at a nearby park, an exercise programme that I initiated more than 10 years ago. My being present to launch CAAS health events, be it ACTIVE Day, Charity Day or Family Day, also demonstrates my full support and belief in such staff events.

7 HEALTHY leadership habits

There are seven habits that leaders need to adopt if they want to ensure the success of WHP programmes, according to Mr Wong of CAAS. And these habits can be easily remembered by the acronym, HEALTHY. He tells us more.

Hear from others – a leader needs to hear from his/her people what they want, and the ideas they may have to promote health at the workplace. Our recent participation in the SAFRA Sheares Bridge Run was a novel idea that one of my staff had suggested.

Extend support – a leader should provide all necessary resources to ensure initiatives can be brought to fruition. For the SAFRA Sheares Bridge Run, I had asked the Recreation Club team to drive the event and I participated in the Run myself to demonstrate my support.

Acknowledge – a leader must acknowledge the hard work put in by his/her team in organising such WHP programmes. A few words of encouragement will go a long way.

Lead by example – a cliché, but nevertheless, it is important for any leader promoting workplace health to do so. If I do not lead by example, I cannot expect the rest of the organisation to believe in leading a balanced and healthy lifestyle.

Think creatively – different initiatives and approaches will appeal to different people; there is no one-size-fits-all programme. If an exercise event can also appeal to those wanting to contribute to charity, why not?

Have persistence – I started the monthly walk-a-jog more than 10 years ago. My aim was to encourage as many staff to exercise together regularly as possible. It has not been easy but I persisted, and I am glad to see that my walk-a-jog has garnered a number of loyal followers over the past decade.

Yearn for health – finally, if a leader does not have a passion and yearning for health, too many things will take precedence over promoting workplace health. The likelihood of the WHP programme to be successful will therefore be much reduced.

Making the Case for Leadership Commitment to WHP

To safeguard the health and well-being of employees, the commitment of senior management to WHP is critical, says Mr Soh Kee Hean, Director of the Corrupt Practices Investigation Bureau (CPIB) and winner of the Health Leader Excellence Award.

On winning the award:

CPIB is honoured to win the prestigious Singapore HEALTH Award and the Health Leader Award. The awards are an indication to us that we are proceeding in the right direction and we will strive to further enhance our WHP programme.

On the WHP programme in place at CPIB:

CPIB adopts a holistic approach towards WHP and we have developed a comprehensive programme to promote a healthy lifestyle to our staff. We have both en masse as well as targeted approaches in areas such as healthy eating, mental well-being, physical activity, smoking control, work-life balance, ergonomics/back care, high blood pressure and heart disease.

To achieve the desired results, CPIB amalgamated our HR strategies, healthy lifestyle initiatives and corporate well-being into a single philosophy of implementing an integrated WHP programme that promotes physical, mental and social well-being for our staff. We have annual health screening for staff and the results given to them provide them information on their year-to-year changes. In terms of activities, we try to have a variety to cater to the needs of staff, for example, we offer street soccer, bowling, kick-boxing and line dancing. Internal friendly competitions are organised to heighten the interest and fun element.

With our officers' well-being taken care of, we are of the view that it will in turn contribute to a more vibrant workforce and better achievements for our business objectives.

The following are some of the WHP initiatives we have implemented:

- **Smoke-Free Day:** The first Friday of every month is designated as a Smoke-Free Day. An email reminder will be sent to staff who smoke to encourage them to go smoke-free for that day. The email reminders are accompanied with articles and tips on smoking cessation.
- **Time for activities:** Staff can have half an hour away from their work desk every Friday evening to engage in healthy lifestyle activities such as soccer, table tennis or jogging together.
- **Fruits Days:** At least two servings of fruits are distributed to all staff on a monthly basis. The distribution is accompanied by the promotion of healthy nutrition and dietary habits via email.
- **Personal Achievement Recognition:** Staff who have put in considerable effort and have managed to achieve their personal health targets declared during the annual Healthy Lifestyle Survey are recognised for their efforts with dining vouchers for healthy food and a publicity broadcast via email.

On the business benefits and results of WHP:

We conduct outcome evaluation to assess the effects and benefits of our WHP programme, leveraging on indicators pertaining to the following aspects:

- (a) knowledge, attitudes and practices, such as changes in health practices (e.g. frequency of physical exercise, nutritional habits, smoking habits);



CPIB staff warming up for a health run.

- (b) health status, such as changes in fitness status, health risk status or disease prevalence; and
- (c) organisational data.

The efforts of the WHP programme have resulted in positive behavioural changes in the staff. Some of the benefits derived from WHP are as follows:

- Employees are observing healthier dietary habits, such as reducing their consumption of oily foods. The percentage of employees who take in less oily foods on less than 3 days a week has increased by 17% to 64% in 2005. Similarly, employees are consuming more fruits and vegetables. The percentage of employees who consume healthy greens and fibre on more than 3 days a week, increased from 55% in 2005 to 61% in 2006.
- Some officers are also adopting a more active lifestyle, as demonstrated by the IPPT results – employees fared significantly better in FY 2005 as compared with FY 2004. Of the cohort required to take the IPPT in FY 2005, 91.5% passed it, which translates to an improvement of 16.5%.

On the key success factors for WHP:

From our experience, for any WHP programme to be effective, the senior management must walk the talk. When employees see that their bosses are also serious in maintaining a healthy well-being and spending time to engage in healthy lifestyle activities, they are more inclined to follow suit. In fact, in CPIB, our senior managers demonstrate their immense support for our WHP activities by making a dedicated effort to attend the activities and encourage their colleagues and subordinates to participate in the activities as well. For instance, both the Deputy Director and I, together with staff, participated in the SAFRA Sheares Bridge Run in 2006.

Leaders of organisations must practice the following to make the WHP programme a success:

- Leading by example.
- Giving management support.
- Remaining committed.
- Creating the space for creativity.
- Tapping on the talent and enthusiasm of staff.
- Showing genuine interest in staff well-being.
- Ensuring mutually supportive and reinforcing policy formulation for WHP and other policy of the Bureau.

Targeted interventions are also quintessential in any mature WHP programme to effectively address specific health concerns and needs of staff.

Fuelling Organisational Success Through WHP

Dr Wu Shen Kong, President of BP Singapore and winner of the 2006 Health Leader Award, believes that investment in the health and well-being of employees is critical in driving the success of making BP a great place to work.



Dr Wu Shen Kong

On BP Singapore's philosophy on WHP:

BP is committed to providing a healthy working environment for all employees. This is stated in our Health, Safety, Security & Environment (HSSE) policies and is demonstrated in our behaviours in all aspects of HSSE. In a business environment that is increasingly competitive, demanding and dynamic, BP recognises that employees are challenged to keep a healthy lifestyle both physically and mentally.

By keeping a constant pulse on employees' overall welfare, and forecasting trends in the health aspects, BP Singapore is proactive in

developing new and better approaches towards making BP "a great place to work". This is BP's investment and commitment towards a mutually beneficial relationship with its employees.

On the WHP programme in place at BP Singapore:

Our programme is structured around four aspects of good health: Physical Wellness, Healthy Eating, Mental & Social Health and Workplace Health. We conduct a special launch at the beginning of each year, where the programme of activities for the whole year will be mapped out.

WHP activities have included talks and workshops on a variety of health topics including anti-stress, understanding cholesterol and heart disease, fitness and healthy eating workshops. Outdoor physical activities have included walks at nature reserves and city attractions, fun runs and charity walkathons. Family members are included at such outdoor events where possible, and these have also helped to motivate the employees to adopt a healthier lifestyle at home.

Incentives also help: the WHP Committee has introduced a WHP incentive card where staff who attend its talks and activities can collect stamps and redeem these stamps for either a movie ticket or a shopping voucher.

The WHP programme has been a great success, drawing overwhelming response and keen participation from our staff. Often, talks and registration for activities are closed within hours of the announcement, and the Committee is asked to hold second runs of the event.

We also ensure our pantry stocks healthy snacks like fruit, nuts, raisins, cereal and low-sugar drinks for staff. Our notice boards carry health advice and quit smoking and healthy eating messages and so on, and our washrooms have weighing scales and signs on prevention of dehydration.

On the business benefits and results of WHP:

Our WHP programme has delivered significant results helping staff optimise their health and performance. Among the positive improvements, the percentage of staff who:

- exercise at least three times a week for at least 20 minutes has increased from 36.7% in 2002 to 38.1% in 2004 and to 44.4% in 2005.
- consume less high-fat food has increased from 43.6% in 2004 to 46.3% in 2005.
- are overweight has significantly dropped from 61.2% in 2004 to 35.85% in 2005.
- have high blood pressure has dropped from 18.2% in 2003 to 17% in 2005.

On the key success factors of BP Singapore's WHP efforts:

Our vision is to make BP a great place to work. Promoting 'Healthier Life, Healthier Mind' for each and every employee and their families is a very important component of this vision.

We believe that ultimately, success can only be achieved with the commitment of each of us to be responsible for our own health. The success of BP's WHP programme is therefore based on a collaborative arrangement between the company and our people. What this means is that employees own the responsibility for improving their personal health, and the company supports them by providing the necessary resources and support to ensure a conducive framework and environment for them to optimise their health and well-being.

What is special about BP's WHP programme is that the ownership of the programme truly sits with the employees who have a strong passion to promote health.

BP's WHP programme is wholly initiated and driven by staff, that is, the design of our programme is wholly conceptualised and managed by a committee of about 20 dynamic volunteers, coming together from across the spectrum of businesses and functions in our organisation, who are enthusiastic about promoting health and fitness among their colleagues.

The Chairperson of our WHP Committee, Ms Luanne Tan, who won the Health Promoter Award 2006, is not from HR but is a Sales Manager in Air BP, our aviation unit. Luanne and her committee take ownership in developing the WHP strategy and, in consultation with management, develop the appropriate programmes to deliver the strategy.

Once the strategy is endorsed, the management ensures that sufficient space and empowerment is given to the committee to drive innovative activities that fit within the broad guidelines. We also ensure resources and appropriate structure are in place to deliver the strategy. For example, a clinically-trained in-house medical advisor that sits on the WHP Committee offers appropriate advice and guidance on the activities planned. We also engage an external counselling service provider to provide support, as part of our Employee Assistance Programme to look after the mental and emotional health of our staff.

The leaders also actively serve as role models, directly sponsoring the various initiatives and providing personal support. We have a senior business leader championing each of the four aspects of Physical Wellness, Healthy Eating, Mental & Social Health, and Workplace Health. You will also often see the leaders participating in various activities and also wearing BP's workplace health promotion T-shirt.

Management also keeps track of regular quarterly updates on the participation rate of each of the WHP programmes completed. The WHP programme progress updates is also included in the senior management team's agenda where the WHP Committee Chairperson will provide updates on the progress of the WHP events. At the same time, it is a time to gather feedback and ideas from the senior management team on the events organised. All WHP programmes are tracked against a set of key performance indicators which includes medical costs, medical leave days, staff morale, lifestyle changes and changes in health status among the employees.



BP Singapore kicked off the 2006 WHP programme with aerobics in the office.

Catch him if you can

Mr Erik Peyrer, Vice President, Business Development Asia Pacific and Middle East for Cooper Cameron (Singapore) and Health Leader Award winner, threw a challenge to his employees to beat his personal timing of climbing up and down Bukit Timah Hill in 90 minutes flat. To date, only four have managed to beat him.



Mr Erik Peyrer

On the WHP programme in place at Cooper Cameron:

Cameron Singapore has a comprehensive WHP programme in place, comprising health screening, health quizzes, annual Big Walk participation, badminton, basketball, golf and bowling tournaments, Bukit Timah Hill challenge, to family and fruit distribution days.

On the business benefits and results of WHP:

Social and environmental responsibility makes good business sense; it has been demonstrated repeatedly that it reduces operating costs, increases productivity and profitability, improves morale

and reputation and influences customer and investor's decisions. Plus, the employment market is competitive and people want to work for and stay with companies that care.

The ROI of our WHP programme cannot be measured in absolute terms, but we do measure general trends such as exercise routines, BMI readings, participation rates and medical cost per employee, etc. All indicators are continuously improving.

The Bukit Timah Hill walk has now become a weekly event and it visibly improves interdepartmental team spirit. Ever since Cameron Singapore embarked on a comprehensive workplace safety and health campaign in 1999, plant productivity has steadily risen from 60% in 1999 to today's level of over 90%.

Needless to say – a good WHP and safety programme will always pay for itself and far beyond.

On his involvement in promoting health at Cooper Cameron:

Leadership is essential to change – if the top woman or man is not passionate about the safety and health of its employees, nothing good will ever happen. And I do not believe in implementing canned and prescribed methods – they are as boring and uninspiring as, for example, putting up a banner proclaiming “Safety First” and expecting something magical to happen. I believe one has to constantly reinvent and reinvigorate the organisation in order to keep up a certain level of excitement. The “catch the old man if you can” Bukit Timah Hill Challenge is an example of motivational tactics that I use and have found to be effective in promoting health at Cameron Singapore.

On the need to integrate WHP and workplace safety initiatives:

The Workplace Safety and Health Advisory Committee to the Ministry of Manpower has adopted the motto, “A Safe and Healthy Workplace is Good Business – Make it Yours!” in an effort to reach out to all stakeholders and business leaders. I find the motto most apt as workplace safety and health are closely intertwined and should not be addressed in isolation from each other. A good WHP programme cannot succeed in an unsafe environment and vice versa.



Mr Peyrer flagging off the Bukit Timah Hill Challenge.

Honouring the Pledge

Mr Quek Gim Pew, CEO of DSO National Laboratories and winner of the 2006 Health Leader Award, walks the talk when it comes to promoting health at the workplace, leading by example to fulfil the pledge he made with directors of the organisation.



Mr Quek Gim Pew

On winning the award:

It is indeed a great honour. I am grateful to HPB for its effort to educate and promote workplace health. In designing our programme, we take reference from the many pointers and examples that HPB has put together. I must also acknowledge the contributions of management and staff throughout the years to make workplace health an integral part of DSO culture.

On the WHP programme in place at DSO:

DSO's WHP programme begins with the strong belief that our people's

physical, mental and emotional well-being are critical to our business. A well-balanced work life plays a significant part in contributing towards this well-being. We also believe that while the organisation provides the means to achieve this, ultimately it is the individual who has to take a personal responsibility in reaping the fruits of the WHP programme.

We have a dedicated committee, known as the Recreation Committee, to plan, co-ordinate, execute and evaluate workplace health promotion activities. The WHP activities are organised into the categories of Wellness, Enrichment, Sports and Special Events. The committee is supported by the HR department, in fact, the Deputy Director (People) is the advisor to the Committee. The Committee is allocated a budget each year to run all its activities.

The following are some of the initiatives and programmes we have put in place as part of our WHP efforts:

- Setting up of a new staff lounge for staff to mingle and relax. The lounge is also equipped with health and relaxation facilities such as a health corner with weighing machine, height measurement device and calculator for BMI calculation, health posters, brochures; essential oil burners; soothing music; massage chairs; free health magazines; and a vending machine that dispenses healthy drinks.
- Talks on acupuncture, ergonomics, smoking, nutrition, stress management, relationship management, etc.
- Numerous common-interest groups formed amongst the staff, for example, dragon boat, jogging, street soccer, singing, line dancing, yoga, and aerobics.
- Free fruit distribution on last Friday of each month.
- Designated "Sports Hour" every Friday, from 4.30pm to 5.30pm, where staff are encouraged to participate in fitness activities or attend any workplace health promotion activity.
- 'Wellness Embarkation Card' where staff collect 'stickers' each time they participate in WHP activities. Completion of the Card entitles staff to a reward.
- Annual Division level competition with cash rewards – based on Division participation in the WHP activities.
- Health screening for staff, at subsidised rates.



Mr Quek Gim Pew (right) at the Standard Chartered Singapore Marathon 2005.

On the business benefits and results of WHP:

Our proxy indicators such as staff satisfaction survey and MC rates have all shown positive trends. Other benefits include better teamwork (arising from group-based WHP activities), higher morale (arising from reduced work-life tension), improved communications (arising from increased interaction outside work) and better branding (arising from positive messages from staff).

On his involvement in promoting health at DSO:

I champion workplace health through three primary means:

- Regular communication to staff to emphasise the importance of workplace health and a balanced work life.
- Regular review of WHP activities through the Recreation Committee.
- Participation in WHP activities

To further emphasise our commitment, the directors and I made a public pledge: "We pledge to promote a healthy lifestyle in DSO through our personal example and commitment."

I believe everyone acknowledges that health is the single most important pre-requisite for any staff. The primary responsibility for personal well-being lies with the individual. However, the work and the environment in the workplace can promote significantly, an individual's health. As leaders, we should do our best to prevent this contribution from going negative and, as a goal, aim to make it positive.

On what leaders have to do to ensure the success of WHP programmes:

A leader who is thinking of promoting workplace health need to do the following:

- Communicate – communicate regularly to everyone, a consistent message on the importance of workplace health, and encourage all to participate.
- Participate – be personally involved in as many activities as possible, especially in new launches or mass impact events.
- Excite – introduce element of competition based on participation level to raise awareness, interest and excitement.
- Listen – find out what the staff needs are and design activities towards meeting these.
- Learn – find out best practices out there, and adapt them to his own environment.
- Facilitate – put in place structures, processes and systems that facilitate staff participation in WHP programmes.
- Reviews – take stock of participation trends, staff feedback and adjust programmes where necessary.