

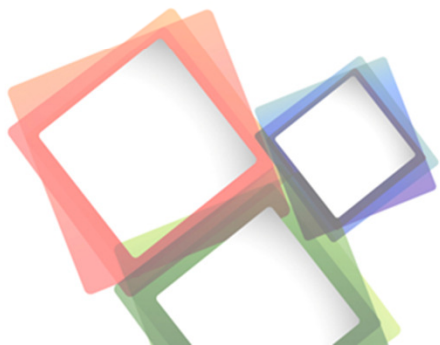


Workplace Health in HDB

Managing Workforce Diversity and Securing Commitment &
Active Participation from Middle Management

10 Oct 2017

**Chang Siew Peng (Mrs)
Director (Human Resource)**



Overview

Managing
Workforce
Diversity

Securing
Commitment/
Participation

Moving Forward



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HDB Vision and Mission

Our Vision

An outstanding organisation with people committed to fulfilling aspirations for homes and communities all are proud of

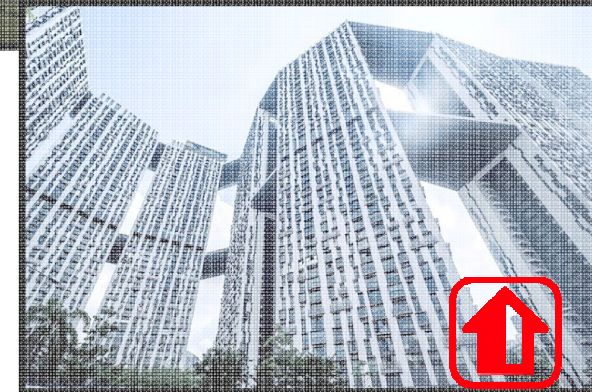
Our Mission

We provide affordable homes of quality and value

We create vibrant and sustainable towns

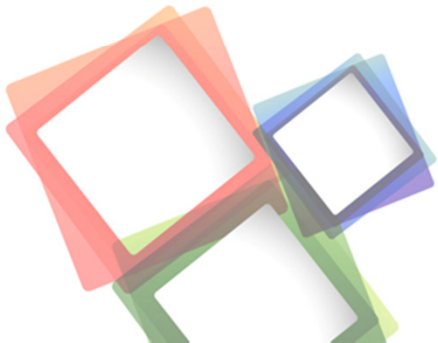
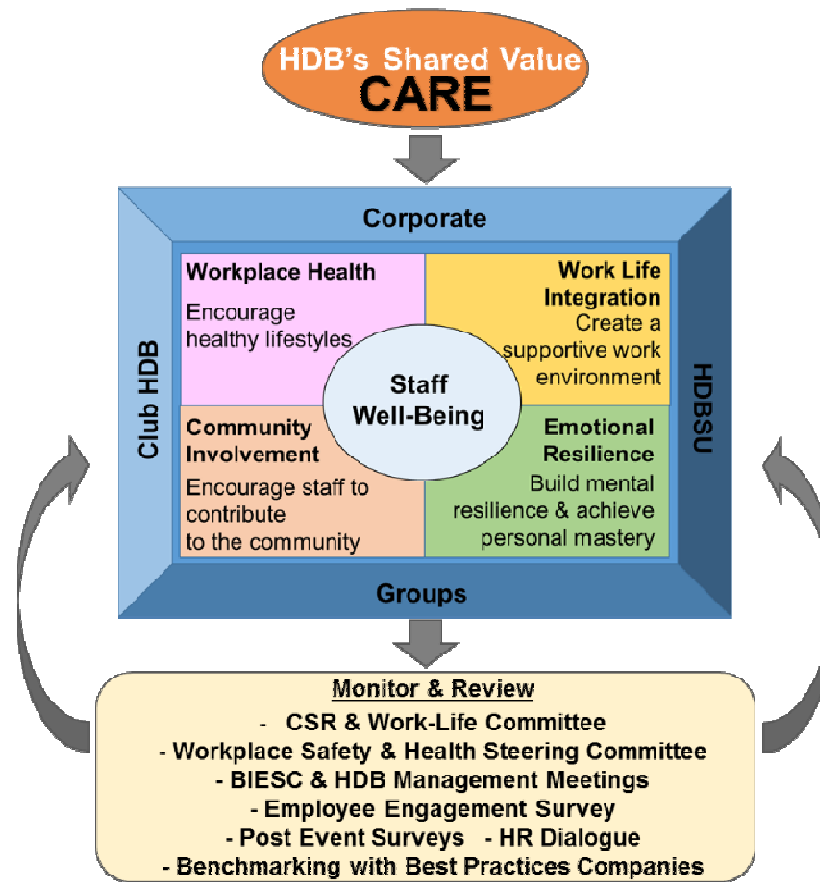
We promote the building of active and cohesive communities

We inspire and enable each other to give of our best





Staff Well-Being Framework



HDB's Workplace Health Journey

1990s

Introduced preventive health initiatives at the workplace

- On-site subsidised health screening
- Monthly lunch time health talks
- Recognition for no MC

2000 to 2007

Enhanced organisational policies to improve staff well being

- Flexible work hours
- 5-day work week
- Weekly 1-hour time off during office hours for exercise
- Telecommuting scheme

2008 to 2013

Raised awareness on importance of mental wellness, health and workplace safety

- Employee Assistance Programme (24/7 counselling hotline)
- Work-Life Committee & Workplace Safety & Health Steering Committee
- Work-life Seminars & Work-life Day

2014 – Present

Continuing efforts to review and innovate workplace health programme

- CSR and Work-Life Committee
- HR Dashboard to track HR indicators e.g. medical leave statistics
- WSH Seminar
- Corporate Volunteer leave



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Workforce
Diversity

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Commitment/
Participation

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Focus Areas

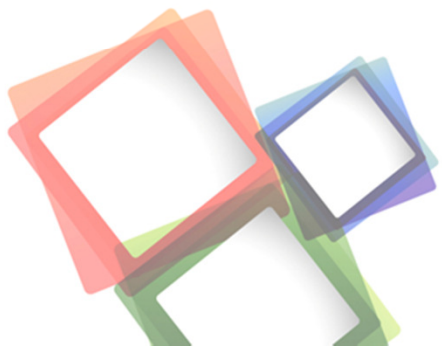
Managing workforce diversity



Securing commitment and active participation from the middle management



Managing Workforce Diversity



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Diversity

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Commitment/
Participation

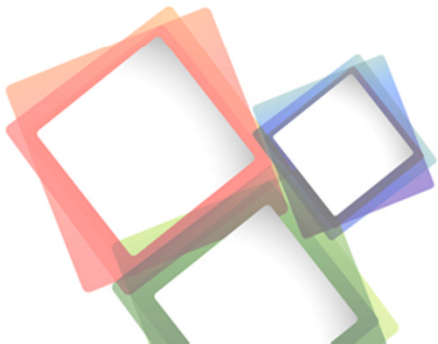
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Challenges

1. Sustain staff interest in WHP programmes
2. Ensure WHP programmes cater to staff's diverse needs
3. Reach out to staff based at different locations across Singapore



Sustain Staff Interest

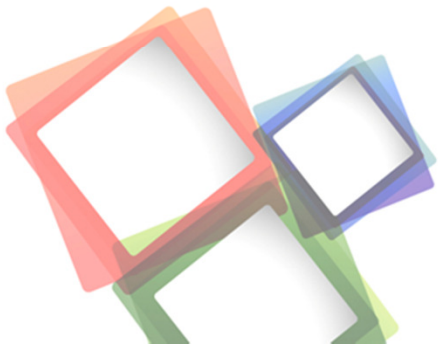
- **Creative/unique activities to pique staff's interest**
 - Archery classes, Kettle-bell team relay races
- **Different venues for annual mass activities**
 - HDB ACTIVE Day at different venues including HDB's iconic projects (e.g. Punggol Waterway, Pinnacle @ Duxton & Sports Hub)
 - Provide staff with varied experiences
 - Instil sense of pride as staff learnt more on HDB's iconic projects
 - Promote active living as staff can have fun while working out





Cater to Staff's Diverse Needs

- **Efforts to identify staff's activity preferences & health needs**
 - Collect data through:
 - Biennial Corporate Health Screening Exercise
 - Lifestyle Questionnaire
 - Employee Needs Assessment Survey
 - Focus Group Discussions



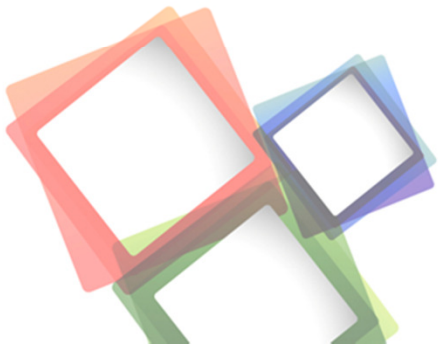
Cater to Staff's Diverse Needs

- Programmes/Talks based on health issues/feedback surfaced through Corporate Health Screening Exercise & Lifestyle Questionnaire
 - Increase in the prevalence of obesity amongst staff
 - Fully subsidised 12-week Targeted Health Intervention Programme
 - Increase in staff with diabetes
 - Talk on Diabetes Prevention held on Employee Wellness Carnival in Aug 2017
 - Staff preferred talks/workshops on Nutrition
 - Workshop on making healthy juices/smoothies, salads, quick meals held during Employee Wellness Carnival



Cater to Staff's Diverse Needs

- Optional health screening packages for staff by age group and gender
- Health Screening Exercise over 3-month period held during office hours
 - Ample time-slots to cater to staff's work schedules



Cater to Staff's Diverse Needs



- In-house gym open from 7am to 9pm on Mondays to Saturdays
- Full-time and part-time personal fitness instructors
- Daily fitness classes during lunchtime and after office hours
- One-hour time off for staff to exercise and attend fitness classes during office hours



Cater to Staff's Diverse Needs

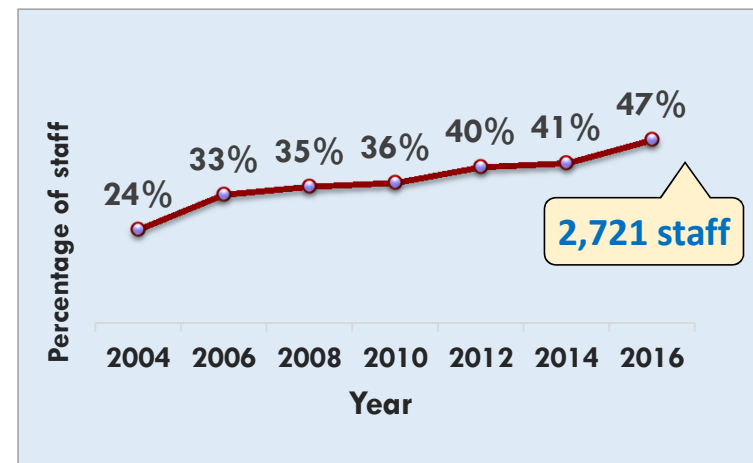


- **2 nursing rooms for nursing mothers**
 - Help working mothers return to work early
- **Workplace childcare centre with infant care, childcare and before & after school care services**
 - Provide full suite of childcare services for staff's children from 0 to 12 years of age

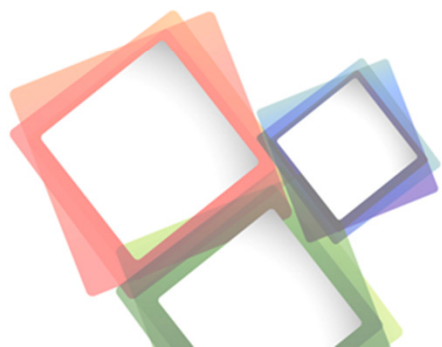


Reach Out to Staff @ Different Locations

- **Health screening exercise conducted at HQ and each of the 21 Branches**
 - Steady increase in the participation rate since 2004
- **Resources set aside for gym equipment/recreational corners at Branches**
- **Lunch Time Talks held at zonal level**
 - Topics selected based on staff's interest



Securing Commitment and Active Participation from Middle Management



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Workforce
Diversity

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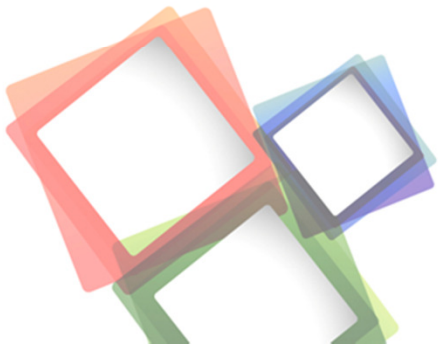
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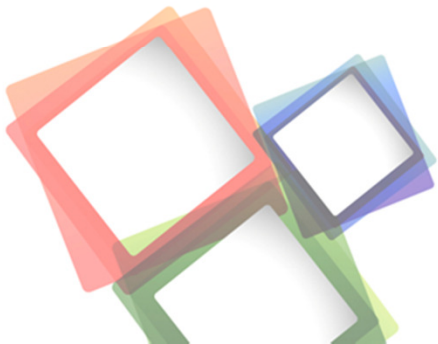
Strategies

1. Demonstration of Senior Management Support
2. Obtain Buy-in from Middle Management
3. Recognise WHP Efforts



Demonstration of Senior Management Support

- Senior Management personally helm Committees to plan & organise WHP Programmes
 - CSR & Work-Life Committee
 - Workplace Safety and Health Steering Committee
 - Club HDB Management Committee



Demonstration of Senior Management Support

- Lead by example by participating in mass activities
 - Encourage staff participation
 - Promote bonding & interaction with staff



Obtain Buy-in from Middle Management

- **Work-Life Seminars**
 - Event graced by Chairman and Senior Management
 - Invited prominent speakers from public and private sector agencies to share good practices
 - Raised awareness on WHP/Flex work policies amongst appointment holders and all levels of staff



Obtain Buy-in from Middle Management



What is Workplace Flexibility?
It refers to the employees and employer's ability to change when, where and how a person works to better meet individual and business needs.

Who needs Workplace Flexibility?
Examples: We all meet leaders at work at some stages in our life, regardless of age and gender.

What are the advantages of Workplace Flexibility?

| For You | For HDB |
|--|--|
| • Better work-life integration | • Retention of skilled employees |
| • Greater sense of control over your personal life | • Lower staff absenteeism |
| • Improved job satisfaction | • Increased staff engagement and satisfaction |
| • Remain in the workforce longer | • Attainment of business goals with increased productivity |

HDB's Work-Life Framework
HDB's holistic work-life framework is anchored on our shared value, 'Care'. Our suite of flexible work-life programmes focuses on enhancing the mental, physical and emotional well-being of staff.

Part-Time Employment

Employee

- How does my job/role/role can get my job done when I work part-time?
- What part-time schedule is best for me and my team?
- How can I receive recognition for efforts and ensure that my team's performance level is maintained?

Supervisor

- To the extent of my staff's job capabilities, how do I ensure that my staff's workload is managed and that my staff's performance is maintained?
- How will my staff's request for part-time employment affect the staff's operational needs of the department/team/unit?

Building a Culture of Workplace Flexibility in HDB

HOUSING & DEVELOPMENT BOARD

- **Toolkit on Flexible Work Arrangements (FWA)**
 - Raise awareness and understanding of FWA
 - Build competency to better manage staff's FWA requests
- **Customised courses & workshops on FWAs and Staff Well-being**
 - Manage a flexible work team effectively
 - Appreciate & better manage staff's mental well-being
 - Provide first line of help to staff in distress



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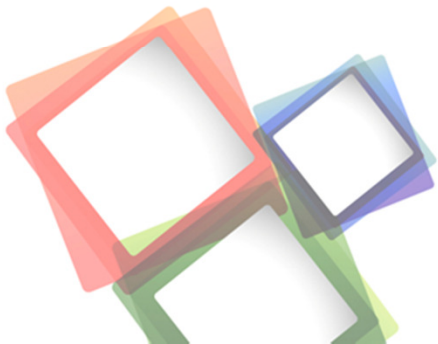
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Recognise WHP Efforts

- **Staff performance review**
 - Dedicated section in performance appraisal on staff's contributions in planning & implementing work-life & WHP programmes

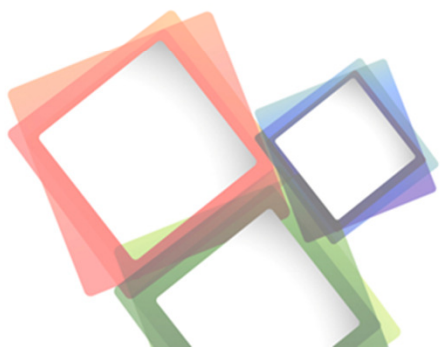


Recognise WHP Efforts

- **Appreciation events & Committee handover ceremonies**
 - Express appreciation & gratitude to staff
 - Senior Management present appreciation certificates to staff



Moving Forward





HDB Health Mobile App

- **Leverage on technology**
 - Plan innovative health initiatives
 - Enhance communication with staff on health and wellness activities
 - Work with HPB on interfacing the HDB Health App with HPB's Healthy 365 App for information on food calories





Respond to Nation's Call to Fight Diabetes

- **National University Health System's (NUHS') diabetes study**
 - Organise diabetes lunchtime talk
 - Facilitate staff in participating in the NUHS study

STOP DIABETES!

The National University Health System (NUHS) wants to enlist 'soldiers' in Singapore to fight against diabetes. Learn more about diabetes and what you can do to prevent diabetes from Dr Michelle Lee, Research Fellow with NUHS's Department of Medicine.

Topics that will be covered during the talk are:

- What is Diabetes
- Sign and Symptoms of Diabetes
- Complications of Diabetes
- Common Misconceptions about Diabetes
- What you can do to BEAT Diabetes

You will also get to learn more about NUHS "Assessing Progression to Type-2 Diabetes (APT-2D)" research study. Eligible participants in this study will be followed up for 3 to 3.5 years with free health checks to see if they develop Type 2 Diabetes (T2D).



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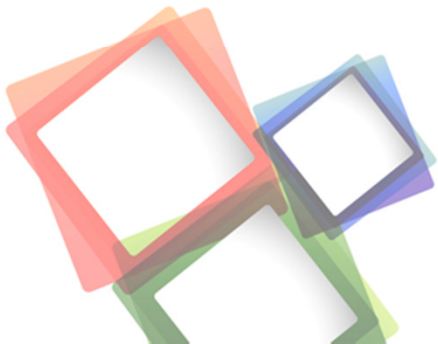
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Respond to Nation's Call to Fight Diabetes

- **HPB's War on Diabetes Package**
 - Pledged commitment & signed up for HPB's War on Diabetes Package



I want to join the War against Diabetes!

**Sign me up for the War on Diabetes
Package for Public Agencies!**

Signature

Name: _____

Designation: _____



Thank You

