

A WORKRIGHT INITIATIVE







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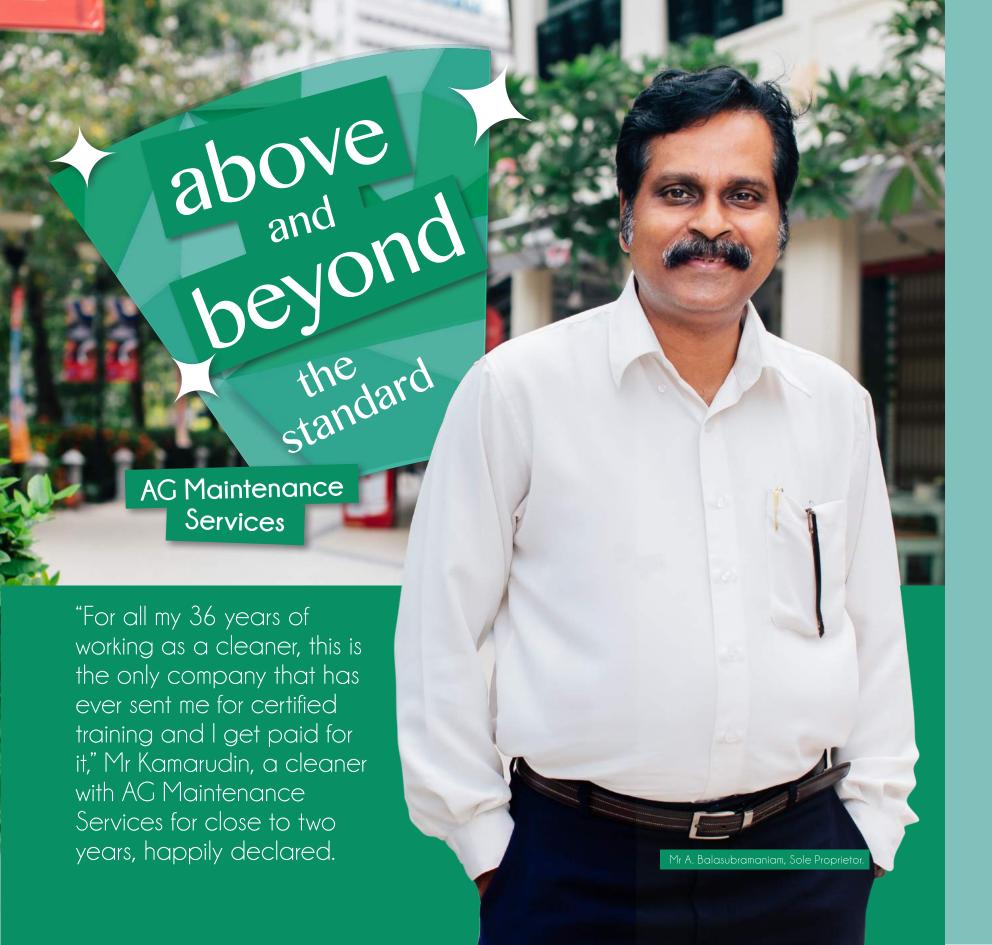
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Work right.
Create a healthy and positive workplace.



company that has ever sent me for certified training and l get paid for it.

"We go beyond the norm in helping our employees improve themselves. And as an NEA Clean Mark Silver Award holder, we fulfil our obligations towards our employees with timely payment of salaries, detailed payslips and paid annual leave," Mr Bala, the sole proprietor of AG Maintenance Services, explained.



Currently, 75% of its cleaning team are WDA-certified. AG Maintenance Services also shared a part of its Singapore National Employers' Federation (SNEF) WorkPro Life-Grant with its workers.

"It's not easy to recruit new staff and retain existing ones," added Mr Bala. "Employees will job hop for an extra \$50 and have an average length of service of about six months."

"However, we are still committed to our employees' well-being. We also follow the Progressive Wage Model guidelines. "New and existing clients see the value of such practices and are more than happy to pay that little bit more for these assurances."



One such example is the issuance of payslips. They will start issuing these to all employees, with or without request, to be in line with the employment laws.

"The company also believes in the Progressive Wage Model (PWM). In fact, we are already providing salaries above the minimum amount set out in the PWM," shared Ms Cindy Ang, a Supervisor who has been with the company for 13 years.

Ms Ang also highlighted that 'most of their cleaners tend to be older Singaporeans aged 45 years old and above'. "Even though they can be quite set in their own ways, they are very alert and up-to-date when it comes to their employment rights," stressed Ms Ang.

Mdm Ong Joo Hiang, 75, is a long-term employee of the company and works as a cleaner on a 40-hour week. She said, "It's important that we are

S... we are already providing salaries above the minimum amount set out in the PWM.

paid on time and I'm glad that the management has been doing this regularly with my salary and CPF contributions."

about these things."

Her colleague, Mdm Jenny Chua Siew Geok, 61, who works as a tea lady, added, "I have no qualms about my work; my salary, CPF, and paid annual and sick leave. I have always been respected by the company. I needn't worry



"As a responsible employer,
I ensure that our Human
Resource practices comply
strictly with existing laws and
regulations. These include
proper employment contracts
that outline the entitlements
pertaining to salary, CPF
contributions, overtime pay,
working hours and leave."

Cleanmage also issues payslips that itemise the basic salary, CPF contributions, allowances and deductions. All salary is credited to staff

cases, employees are permitted to carry their leave forward with no restrictions on time period. Encashment of leave is also allowed.

Mdm Tan Choon Hoe, 69, a Cleaner with the company for 6 years, shared that she

through GIRO. In certain

'appreciates the on-time payment of salary and CPF, and a good boss who connects well with the staff'.

"We work hard and it's good to know that the company is just as efficient in administering our entitlements to us," added Ms Yang Chai Xia, 39, also employed as a Cleaner.

Recruiting and retaining good staff is always a challenge. For Cleanmage, Mr Goh offers an interesting insight: "Compared to younger staff, mature workers don't job-hop as often and

are happy to stay with a good company that has an understanding management which fulfils their basic employment entitlements. We have to be mindful of their needs and come to an amicable arrangement."



The company factors in the PWM when tendering for new projects or renewing existing ones and clients appreciate the effort to abide by it, especially with the quality of work and

"We also believe in taking care of our

mature employees by assigning them less

labour-intensive indoor jobs and giving

added Mr Kumaran.

them more flexible breaks in between work."

service.

Cam treated well and the company is professional and yet warm and friendly towards all staff.

"I have no issues with the company as I get my legal employment entitlement and CPF too. More importantly, I get along well with colleagues and bosses," shared cleaner Mdm Boo Soo Ngo, 70.



professional, yet warm and friendly towards all staff," added Mr Tan Khiam Hock, 58, who joined nine months ago as a cleaner.

Owner Mr Patrick Lourdes said, "Recruiting new staff is always a major challenge. A cleaner's position is never ever on any young person's list of preferred jobs, even for older people. That's why referral is important and this can only happen with satisfied staff."

more than just proper documentation Pest-Pro Management Pte Ltd

"It's important to have proper systems in place to ensure our employees get their entitlements," said Mr Glen Aw Yong Wei Ren, Director of Pest-Pro Management. "One also needs good 'soft skills' in helping employees stay happy and contented in their jobs. These are just as important as the 'hard benefits'." One happy employee is Mr Ithman bin Jasni, a Pest Control Technician. "I joined the company on the recommendation of a friend. On top of my normal benefits, I have also

received special bonuses such as gift-in-kind to reward my performance," he shared.

In keeping with existing employment laws, the company provides employment contracts for all staff and itemised payslips that show basic pay, CPF contributions, overtime hours and balance of paid annual leave. Salaries are also paid on time or early twice a month, through GIRO or by cheque.

"The WorkRight guidebook has been very useful in helping us formulate our employment policies. It ensures that we follow the statutory requirements and we always make sure we state our employment terms very clearly in our employment contracts," added Mr Aw.



Ms S. Gayathin, 22, Project Coordinator, likes 'the encouraging work atmosphere and the proper documentation of employment terms such as job scope, working hours, salary amount and payment periods, as well as CPF contributions to allay any worries about vague employment terms and conditions'.



About 80% of its 80 employees are locals. "Most of my staff have worked with me since the beginning," said Mr Neo Soon Hock, its founder.

"We treat our staff with respect; every staff is given their rightful entitlement such as paid leave and timely salary payments," said Mr Noh bin Mohd, Senior Manager.

"Working here is like a hobby to me. I love the work culture and team spirit," stated Mr Hassim bin Samad, a Supervisor at Premier Eco-Care for 7 years.

"I was recommended by a friend who worked here," added Ms Julia Ong, an Administration Assistant. "The company has a warm and friendly culture, especially towards new staff like me, and the management provides constructive feedback to help me improve." Indeed, the company inculcates an environment where staff can communicate with management freely.

"If an employee has any issue with another, I would help to mediate and get the two of them to solve the problem together," said Mr Noh bin Mohd. "It always works out amicably in the end."

The company has a mix of both younger and older employees and recruits new staff mainly through referrals.

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"I appreciate that my boss always pays us on time and I get my CPF contributions punctually," shared

Mdm Wey Poh Choo, 68.

Mdm Goh Swee Eng, 67, also a cleaner, further added that she likes 'the flexibility of her working hours as it suits her schedule'.

dappreciate that my boss always pays us on time...

Being a relatively small enterprise, the company processes its payroll manually. The payslip lists the salary, overtime pay, and CPF contributions. Employees are aware of their salary components. They are also entitled to minimally 7 days of paid annual leave, 14 days of paid sick leave; and 60 days of paid hospitalisation leave.

Ms Chai also mentioned that 'the company is currently working on an official employment letter to comply with the need to issue key employment terms when the admendment of the Employment Act comes into effect in April 2016'.



"My staff are mostly senior citizens, so I take extra care of them by ensuring they work in a safe environment and assigning them less strenuous tasks," explained Ms Chai. "I also check on them when they are not working. Even my clients are concerned about them."



A good employment practice starts with the issuing of key employment terms and itemised payslips.

WHEN

Heng Heng Bak Kut Teh

"It's difficult to find new staff. So, we do our best to retain existing staff and ensure they don't lose out on any employment benefits," explained Ms Goh Mui Luan, a business partner at Heng Heng Bak Kut Teh with her husband. Mr Te Ah Hing.

Despite her hectic schedule. Ms Goh makes the effort to visit MOM website for updates on employment matters. She ensures that her 16 employees are paid on time; which is why they utilise an electronic payment system.

The small company also issues payslips for accountability, provides paid annual and sick leave for all workers - they also get salary increments and annual bonuses of one to two months.

Most of the employees in this popular shop are local part-timers aged 40 and above who work on a two-shift system.

"Most of us are senior citizens and strive to work harmoniously," said Ms Yer Siu Chin, 59, who serves and takes orders. "We are like one happy family."



Ms Yer's husband and colleague, Mr Leow Yong Send, 63, happily added, "The team spirit is strong and helps to take the stress off work."

The team spirit is strong and helps to take the stress off work.

"When you are good to the staff, they will also be good to you. And that makes the business better for everyone," concluded Ms Goh.





To help recruit new staff and retain existing ones, Director of India Gate, Mr A.M. Raffi ensures that all staff are well looked after in every aspect. Staff are given flexible working hours, pay advances and urgent leave for personal matters. These

Keep the staff

happy and

business will

be better.

benefits are above and beyond current employment regulations.

Of the 16 staff comprising 60% Singaporeans, most of them have been with the restaurant for four years or more.

"Keep the staff happy and business will be better," said Mr Raffi. "When I have good rapport with my staff, they can help to propel the business and create a positive working experience for all."

"Because I need to take care of my children after school, I was able to work flexi-hours from 7am to 3pm and only on weekdays," said restaurant worker Ms Mohamed Eliyas Bruj Begam.

Employees of India Gate are given appropriate training in customer service on top of job-related skills.



Their fried chicken is finger lickin' good.

The same could also be said about the KFC Management.

With a total staff strength of 2,500 employees and close to 1,500 holding part-time positions, it can be challenging to motivate and retain staff.

"We try to narrow the gap between full-time and part-time employees when it comes to benefits. There are many schemes to reward staff in every area of their work, their performance and their welfare," explained Mr Darren Lim, Director of Human Resources.

"I started out as a part-timer with the service crew about a year ago. The management recognised my performance and I was promoted within a year with increased pay," happily stated Mdm Ong Choon Hwa, 57, who is designated as "Star" Staff.



I love the working vibes of the restaurant.

The management also has a biometric attendance system in place to calculate the total amount of working hours and any overtime recorded for salary payments. Another important aspect is that of motivating employees to better themselves.

"I love the working vibes of the restaurant. Working with a diverse group of people of different age and background, and performing together as a well-drilled team gives me plenty of job satisfaction," added Mr Muhamad Herwan bin Muhamad, Restaurant General Manager.



1r Darren Lim, Director of Human Resources



"I am now in the process of implementing a system to ensure all my staff get their due employment rights, as the previous management overlooked this area." explained Mr Eric Tan, one of the business partners.

"Networking with other like-minded peers enables us to discuss ways to grow the business and improve work life for all our staff," Mr Tan added.

Mr Liang Zhi Wei, 24, a service crew at L'Etoile Café for three years, added, "I'm happy with the work environment. My current boss makes sure that I am assured of all my employment rights and benefits under the law."

"I love serving people and I'm passionate about my job.

It gives me a real sense of satisfaction to see happy customers and that they appreciate and respect your work," stated Ms Siti Nor Aisha, 27, Assistant Manager.

It gives me a real sense of satisfaction to see happy customers...

"It's a challenge to get
Singaporeans to work in
the Food and Beverage (F&B)
industry and I will make sure that if
they do join us, they will receive all the
entitlements under the Employment Act

Mr Eric Tan keeps abreast of changes to employment laws through his own F&B network.





"Both part-timers and full-timers are entitled to the same incentive schemes and service awards," said Mr Daniel Ong, Senior Human

Resource and
Administration
Manager of Mr
Bean. "Parttimers even
get referral
bonuses
and can
choose
to encash

their annual

holidays."

leave and public

Both part-timers and full-timers are entitled to the same incentive schemes and service awards.

"Every employee has the same opportunity to advance their career with us." Mr Bean has a frontline staff comprising 60% full-timers and 40% part-timers.

And as a strong testimonial to their good employment practices, the 20-year-old company has an average staff retention rate of around 5.1 years for full-timers and 4.8 years for part-timers.

At Mr Bean, every staff is an ambassador of the Mr Bean experience. With over 50 stores throughout Singapore and Asia, Mr Bean prides itself in nurturing a talent pool, where each staff is given their due employment rights.

DISHING OUT THE Muthu's Currinary Pte Ltd Mention fish head curry and the name Muthu's Curry is instantly recalled on everyone's lips (and taste buds). More than just good food, Muthu's Curry is also a delightful employer. Left to Right) Ms Jasmine Rasheed, HR Manage

Mr Chan Howe Soo, a waiter with the restaurant chain since 2005, happily stated, "We get performance bonuses and other cash incentives such as \$150 for a sick-leave-free year, free meals and even a split shift cash allowance of \$4 a day. I was also given a 30-day paid sick leave for an eye operation that I had recently."

"We take good care of our employees and treat all of them equally and fairly," said Ms Jasmine Rasheed, Human Resource Manager. "We have 75 staff on our payroll comprising

60% full-timers. Every employee

is entitled to all basic benefits

as well as the extra benefits.

30 days of marriage leave

getting married."

given to employees who are

Among these is an additional

"I wish I had joined the company earlier,"
75-year-old Mr Veeramalai s/o Arumugam
cheerfully enthused. "I really enjoy working here
as a driver for the last 10 years and I hope to
do so for as long as I am able to."

For new staff, the company conducts in-house training for all aspects of restaurant operations and also sponsors employees who choose to take up work-related courses.

Little wonder that many of Muthu Curry's staff have been with them for 15 years or more.



"I enjoy working here on a part-time basis as it suits my schedule. I need to juggle my time between work and looking after my daughter," explained Mdm Nalini Ramakrishnan. She works as a Financial Consultant for Refulgence Fiesta, a company that runs a Canadian Pizza franchise in the Tanjong Katong area for close to 10 years.

Refulgence Fiesta Pte Ltd treat

staf

(Left to Right) Mr Navaneetha Krishna, Direc

Mdm Nalini Ramakrishnan, Financial Consulta

The Canadian Pizza outlet employs 13 staff, most of whom have been working there for 3 to 6 years, and are between the 30 to 40 age group.

Director Mr Navaneetha Krishna said," We employ staff in accordance with MOM regulations. We convey the employment terms during interviews and their entitlements are also reflected in their employment contract. The staff are also covered by medical and other insurance since they are on the road quite often."

"The busine the continuous of the continuous of



"The business is getting tougher with a lot of competition from

other pizza
restaurants,"
revealed Mr
Krishna. "That's
why I try my best
to retain staff
by offering pay

at market rates and creating a work culture and environment that resonate well with them."





More importantly, Royal Plaza on Scotts believes that employees are, after all, internal guests and shouldn't be treated differently from hotel guests.

The organisation is kept up to date with employment laws and is swift to adapt to the changes in regulations. The management ensures employees are constantly aware of changes by sharing information directly at meetings in addition to dissemination via emails and noticeboards.

Ms Chia Chiew Hong, a housekeeping attendant who has been with Royal Plaza on Scotts for 37 years, agrees that 'the

Their salaries are consistently paid on time and CPF contributions are always up

company often
goes beyond
the required
to extend
assistance.
Upon learning
about her
medical
operation
which affected
her hearing,

RP supported her hospitalisation leave and offered to sponsor her hearing aid partially.

Employees can also enjoy non-obligatory benefits such as children's education subsidy, birthday leave, and recognition programmes.

Mr Muhamad Syabani Bin Mahad is one of many employees who have been recognised for his work. "I was delighted when I was awarded Employee of the Year in 2014 despite having been in service with Royal Plaza on Scotts for only 2 years."

"At Song of India, we do not favour one group of staff over another. We treat all employees equally with respect," Ms Terese Joseph, Director of Song of India, emphasised.



After attending a WorkPro programme, Ms loseph saw the benefits of hiring and retaining mature workers. The North Indian fine dining restaurant has a staff strength of 28, the oldest is a 60-year-old waitress.

"I make it a point to attend Tripartite Alliance for Fair Employment Practices (TAFEP) seminars and keep up with the latest employment news with the Singapore National Employers' Federation (SNEF) newsletter."

Poften take the initiative

to look up resources

on fair employment

practices.

Besides ensuring that employees are hired in accordance with the provisions of the Employment Act and CPF Act, the management also believes in creating a harmonious work place.

"Throughout my 20 years of work experiences, working here has been the happiest period of my life!" waitress Ms May Lim, 39, joyfully shared.

Ms Geetha Rani, a Guest Relations Officer at the restaurant for four years, heartily concurred, "I have a good boss who appreciates my work."

"I am also compiling an employee's handbook as well as formalising other procedures to improve our HR practices," Ms Joseph warmly added.



by considering their split shift break We want to be fair to our employees so that they'll stay with us.

Yum Cha, which has three outlets and employs around 100 workers, was quick to resolve this issue.

"The industry is very competitive. If the workers think their employer is not responsible or is unfair to them, they won't be happy and they'll leave," said Ms Melody Tan, Yum Cha's Deputy General Manager.

Upon further investigation, it turned out that the workers had misunderstood their working hours

> hours as part of their working time. At Yum Cha, workers are given a daily break from 3pm to 6pm between lunch and dinner business hours.

To educate their employees, Yum Cha began putting up notices in their restaurants to clarify the difference between working hours and break times for all

staff. This distinction was also made clear in the employment contract. By the time the second inspection came in February 2014, it was not an issue anymore.



"It's not just about avoiding penalties," explained Melody Tan. "We want to be fair to our employees so that they'll stay with us. We want them to like their work environment and to feel like part of the family."