

Background

Established in 1965, Fuji Xerox Singapore Pte Ltd (FXS) is a joint venture between Fuji Film (Japan) and Xerox Corporation (United States). With a vision to enable people and businesses to share ideas, information, documents and knowledge effortlessly across any platforms, applications or devices, FXS is a leading provider of document solutions in Singapore. It offers an unparalleled portfolio of document technologies, services, software, supplies and document-centric outsourcing solutions.

FXS employs 850 employees in Singapore, filling its sales, marketing, professional services and technology function roles. 35% of its employees are those born after 1981, or those who belong to Generation Y (Gen-Y). Generation X (Gen-X, those born between 1965 and 1980) form 44% of its employee strength and Baby Boomers (those born before 1964) make up the remaining 21% of employees.

Employee Engagement - A Key Enabler of Organisational Success

Various studies by Gallup and the Hay Group in the past have pointed to a generally low engagement level amongst employees in Singapore. Low engagement levels are known to have a direct impact on employees' productivity and organizational performance. While the importance of keeping employees engaged is common knowledge, few businesses have actively put in place measures to understand and raise its employees' engagement levels. Fuji Xerox Singapore realised early on that employee engagement should not be left to chance. It has since embarked on a series of initiatives to demonstrate its commitment to its people and to create an actively engaged workforce.

Implementing Work-Life Strategy to Achieve Employee Engagement

Central to its effort to raise employee engagement is FXS' work-life programmes. Understanding that its success depends on the professional and personal well-being of its employees, it has in place a four-pronged human resource framework that focuses on the FXS employee and his interaction with *work, community, health* and *family*. Also incorporated within this framework is its work-life strategy – underscoring FXS' belief that a flexible and supportive work environment will help its employees better manage their personal, professional and social responsibilities. This in turn positively impacts employee engagement and productivity, thereby improving business performance.



Figure 1: Fuji Xerox Singapore Human Resource Framework

Fuji Xerox Singapore Human Resource Framework

Me & My Family

“The flexi-work arrangement is a positive recognition by our organisation on the challenges faced by many working mothers like myself. By giving me the flexibility to structure my work schedule, it helps me cope with the daily demands of both my work responsibilities and family needs. I am glad to see a genuine effort from my organisation to embrace such progressive work arrangements.”

Ms Pauline Chin
Senior Manager, Finance Management

Flexible Work Arrangements (FWAs), Leave and other Employee Support Schemes are provided for employees under this component of the framework. To support employees’ need for greater flexibility, FXS has in place FWAs such as part-time work and telecommuting schemes. Employees can also tap on its 3-day per annum Volunteer Leave scheme to take part in its community involvement programme.



A wide range of support schemes have also been introduced with the intention to support employees as they manage the different roles they play, as employees, parents, children to elderly parents, etc. With this in mind, FXS designed a brightly decorated and furnished children’s playroom on-site for parents who might need ad hoc childcare support.

A well-equipped lactation room is also available for nursing mothers when they return to work while Virtual Private Network (VPN) access is provided to employees so that they can have the flexibility to work off-site when the need arises.

Me & My Work

In this component of the framework, FXS provides learning and developmental opportunities for its employees so that they might be effective on their jobs. These cover various areas including leadership, service, technical and interpersonal skills.

Me & My Health

The physical, mental and emotional health and well-being of employees are also looked after. Programmes such as lunch-time health talks, parenting workshops, etc. are regularly organised for employees.

Me & My Community

Employees and corporate partners are actively engaged in FXS' wide-range of green and community initiatives, such as mentoring youths from disadvantaged families and contributing to its zero land fill policy.

Engaging the Generation Yers

While many employers and supervisors lament the difficulties of managing Gen-Y employees, FXS made a strategic decision to engage its Gen Y employees and have found this to be a winning strategy. Initiated by its Senior Managing Director, Mr Bert Wong, a committee comprising a group of Gen-Y employees was formed in 2010. Calling themselves the YOG, which stands for Youth Orchestrated Growth, they were tasked to identify the needs and aspirations of the Gen-Y employees and to facilitate synergy across the various generational groups.

This was a strategy FXS used not just because it wanted to engage its Gen-Y employees, but more importantly, it sincerely wanted to better understand the perspectives of their young people. Recognising the huge potential these Gen-Y have in them, FXS soon found that the strategy paid off. Not only were the Gen-Y becoming more engaged and active in the organisation with the formation of the YOG, they started to connect with their colleagues from across all age groups, organising cross-generational team bonding activities, multi-generational dialogues, forums and initiatives. It most recently organised a highly successful 'Music Fest' where every department is to field a multi-generational music team to take part in a 'Don't Forget the Lyrics' competition. In this competition, these multi-generational contestants were to complete lyrics to songs that were specially selected from the different eras.

The YOG has proven to be an effective platform for Gen-Y employees to share their views and for the management team to better understand not just their motivations, but also the work-life needs and aspirations of the other groups of employees.

Work-Life Outcomes

For its efforts, FXS has received encouraging affirmation from both its employees and external parties. Its achievement of multiple awards and accolades, such as the '2012 Work-Life Achiever Award' conferred by the Tripartite Committee on Work-Life Strategy and the '2013 Best Engagement Strategies Award' reinforces the organisational direction with regard to its people practices.

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Internally, the indicators are also encouraging. It has maintained a monthly attrition rate at 1.5%, lower than the national average of 2% for the past three years. When asked if they have the flexibility to arrange their work to better achieve better work-life integration, 75% of its employees responded favourably, which is 18% higher than Singapore's national norm (based on HayGroup's benchmark data).

Conclusion

In FXS' approach to their work-life strategy, they have offered both flexibility and a good mix of employee support schemes to meet the various needs of its people. Its work-life programmes are implemented as part of its employee engagement strategy, with the aim of building bonds and strengthening relationships between colleagues, and between employees and the organisation. FXS's retention rate is testimony to this, for it epitomises the concept of *ties that bind*.