

2020 RESEARCH REPORT

# The Resilience of the Singapore Workforce

The Pulse of the Singapore Workforce through the crisis of a generation



A REPORT BY:

ENGAGEROCKET

hrp INSTITUTE FOR HUMAN RESOURCE PROFESSIONALS

SHRI Powering Human Capital



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# Preamble:

## The future of work is already here



by **Peck Kem Low**

Chief HR Officer and Advisor, CHRO Office and Workforce Development, Public Service Division, Prime Minister's Office, MSHRI, IHRP-MP

The current pandemic has been called the “crisis of a generation”, and has forced employers, leaders and their teams to rethink how work is organised. Various considerations come to the fore: employee safety is paramount, and so is their mental wellbeing and productivity as alternative working arrangements are deployed.

As a result of these changes, companies have accelerated the use of technology and remote working arrangements by five years. When this crisis is over, we will most probably not go back to five years ago, and instead leverage the new habits formed and investments made to optimise new ways of working. In so doing, as this white paper has found, the workforce is building fresh reservoirs of resilience that will help buffer ourselves against future crises.

We have now opened our minds to the possibilities of flexible work arrangements, opening the door to a more diverse workforce by redesigning jobs and introducing new practices. Multiple biases are being diminished in favour of a more balanced workforce, enabling previously untapped talent to contribute to the economy and allowing organisations to tap into a broader range of potential candidate pools. As this becomes the 'new normal' mode of operating, workers and businesses will adjust and return to the same or even a higher level of productivity. Leaders can make this path easier for their teams by embracing change and better preparing for the future.

First, digitalisation is now a business imperative and no longer a nice to have. Traditional HR processes will become less and less relevant. Recruitment, on-boarding, engagement, talent management processes are undergoing seismic changes. The journey toward being a smart nation, supported by technology, artificial intelligence and analytics, has already begun.

To successfully lead this transformation and transition, HR, supervisors and managers have a critical role to play. As much as leaders used to motivate and manage employees face-to-face, they must strive to continue to lead a virtual (or hybrid) workforce to maintain employee engagement and productivity. The responsibilities of the leader have not changed - it is the way of leading the team that has changed. To do so, he or she must acquire new skills to build and manage a more flexible workforce.

Finally, it is crucial to show care, faith and trust in employees. Leaders must understand team challenges and provide reassurance. Many organisations offer career counselling, coaching, regular check-ins or mental wellness programs. Companies need to avail such services to their employees, taking into account the confidentiality of employees seeking help, and reducing the negative stigma that can come with doing so.

Beyond a buzz phrase, the new normal of work does have far-reaching implications for leaders, managers and teams at all levels. We must now continuously upgrade ourselves, protect our workers and prepare them for the future. These actions help improve the effectiveness of our recovery strategies, and set up a more resilient workforce for Singapore in the long term.





## Introduction:

# The importance of closely tracking organisational health to build crisis resilience

The COVID-19 pandemic has forced companies to press pause on several initiatives, while fast-tracking others. Leaders, teams, and frontline workers have had to adjust to a new way of working almost overnight, with unique implications for every sector. One of the most unprecedented changes that we have seen is the rise of work from home (WFH) by default. By March, a global Gartner survey found that 88% of companies encouraged/mandated WFH regardless of whether the employee showed symptoms. This number increased significantly in Q2 of 2020.

After the initial switch to WFH, came the necessary transformations it required. Infrastructure upgrades, mindset change, digital upskilling - initiatives that would usually take months have happened in a few short weeks. How does this impact the typical employees' state of mind, and consequently, their productivity and wellbeing?

EngageRocket, in partnership with the Institute for HR Professionals (IHRP) and the Singapore HR Institute (SHRI), put together a People Continuity Programme to better understand employee's challenges and help organisations navigate through this crisis. Between April and July, more than 880,000 survey responses have been collected and analysed, from organisations across a large range of industries such as Fullerton Health, NTUC, DHL, RedDoorz, YTL PowerSeraya and Ngee Ann Polytechnic. This forms the largest consistent dataset available on the sentiment of the Singapore workforce through the 'Circuit Breaker' and beyond.

In this report, we deep-dive into the survey results and what they tell us about the New Normal with invaluable insights for future crisis management. Overall, they paint a remarkable picture of resilience and adaptability amongst Singapore workers. We also uncover certain clear indicators that can help business leaders better prepare and plan for this emerging reality.





# Wellbeing: Stress triggers are pervasive but preventable

Even in the best of times, prolonged Working from Home (WFH) is linked to harmful impacts on mental wellbeing, as noted by the World Economic Forum. This has proved to be among the most severe pain-points during the circuit-breaker and beyond.

## A Mental health impact uneven for age and sector demographics

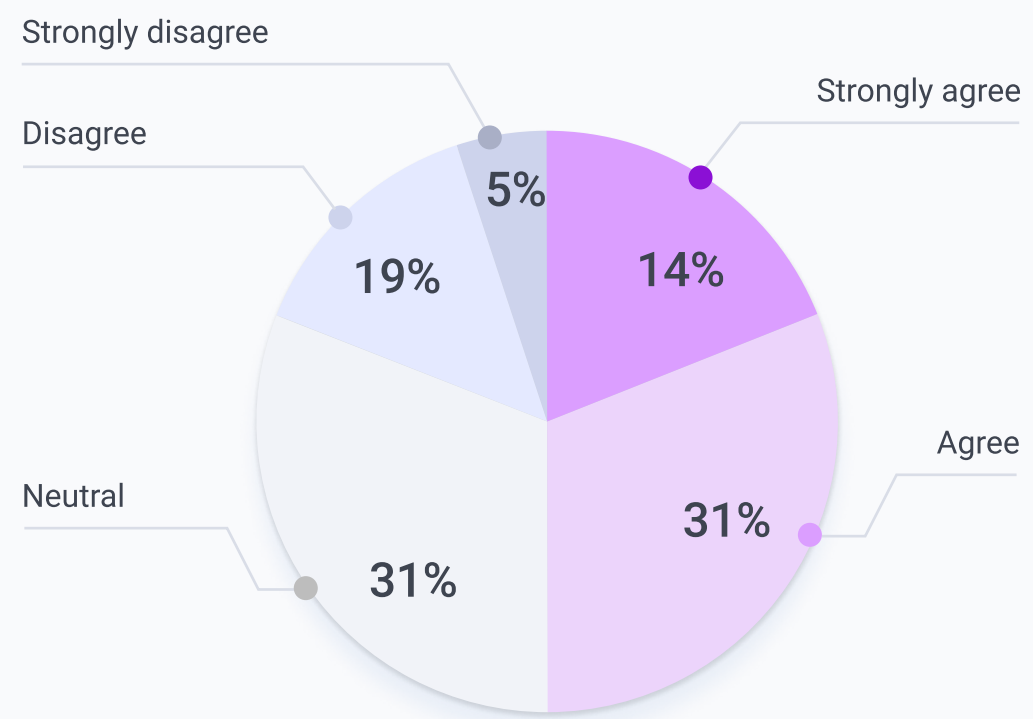
Not every sector is equally suited to remote work. For example, Industrial & B2B, finance & investment and technology sectors rely on a large, desked workforce who can perform from home. That's why employees working in such industries were least likely to be stressed out.

On the other hand, 30% of employees working in the education sector and 22% from consumer industries (Retail, Hospitality) seem to be more impacted.

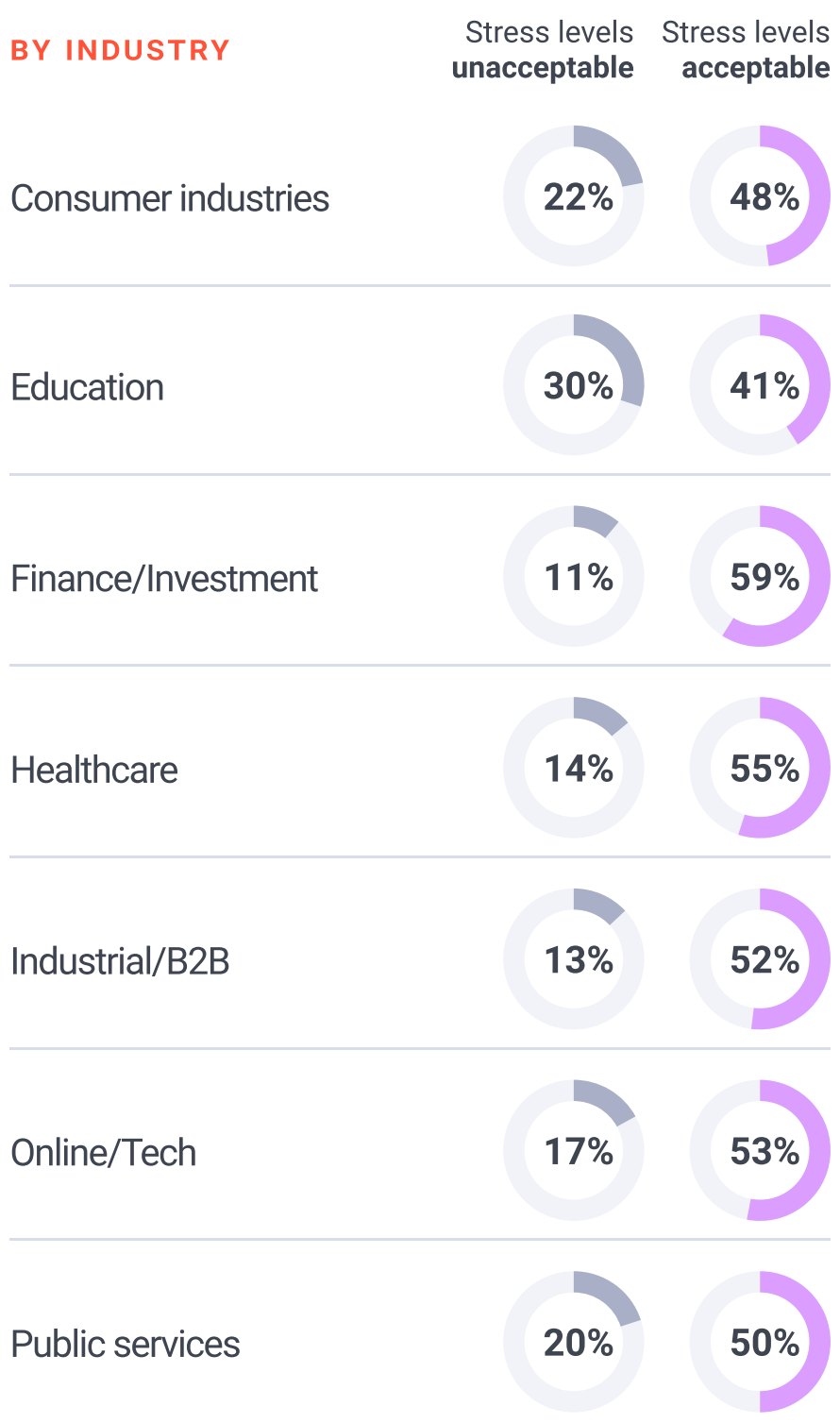
Surprisingly, the survey also reveals that employees between the age of 30 to 50 have had the hardest time coping with WFH and employees above 50 years of age are less stressed.

### SURVEY QN

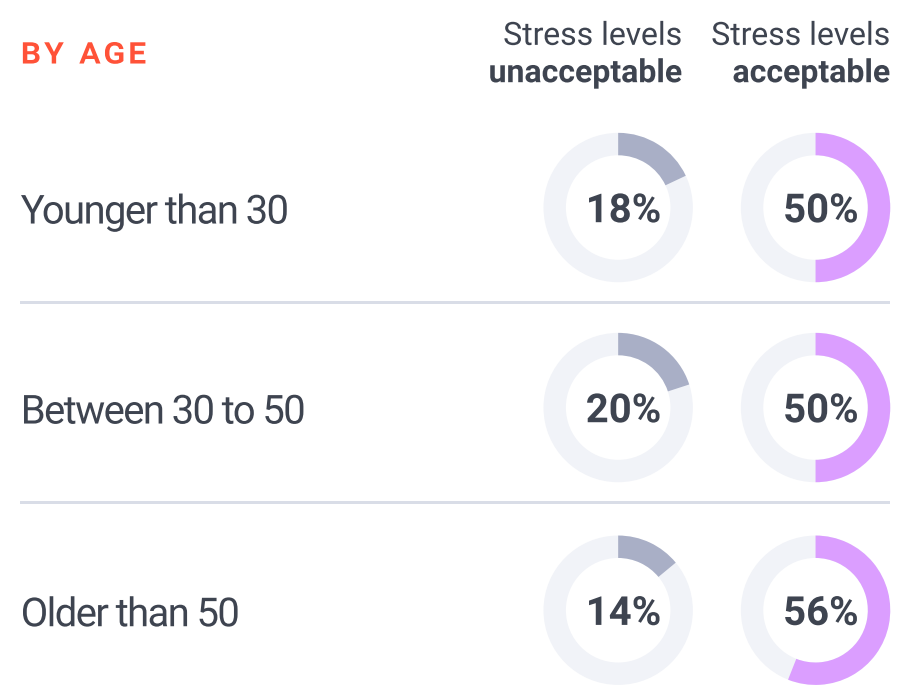
All things considered, my stress levels are still acceptable.



### BY INDUSTRY



### BY AGE



### BY COMPANY SIZE



# B Safety fears have a significant impact on mental health

More than 1 out of 5 employees don't feel safe returning to the physical workspace. Their concerns range from a second wave of infection (69%), compliance among co-workers (53%), and cleanliness of the workplace (29%) to arranging home care for their family members/dependents (17%). Companies that anticipate and act on these needs will be able to considerably reduce stress in the workplace.

Moving forward, employees' priorities are sure to shift. Instead of the traditional bouquet of perks and benefits, HR leaders need to factor in in-office safety measures as well as accessible channels for employees to express mental health concerns. Companies can complement employee feedback surveys with a ready panel of counselors, to be accessed via a hotline without violating social distancing. This is already in action in several organisations such as OCBC Bank.



**Jason Ho**

Head of Group Human Resources, OCBC bank, IHRP-MP

“ We are running more pulse surveys to measure our employees' wellbeing and engagement. We are conscious of the need to ensure mental wellness. Besides increasing the frequency of our pulse surveys, panels of counselors and a hotline are provided to staff who want to talk in confidence. ”



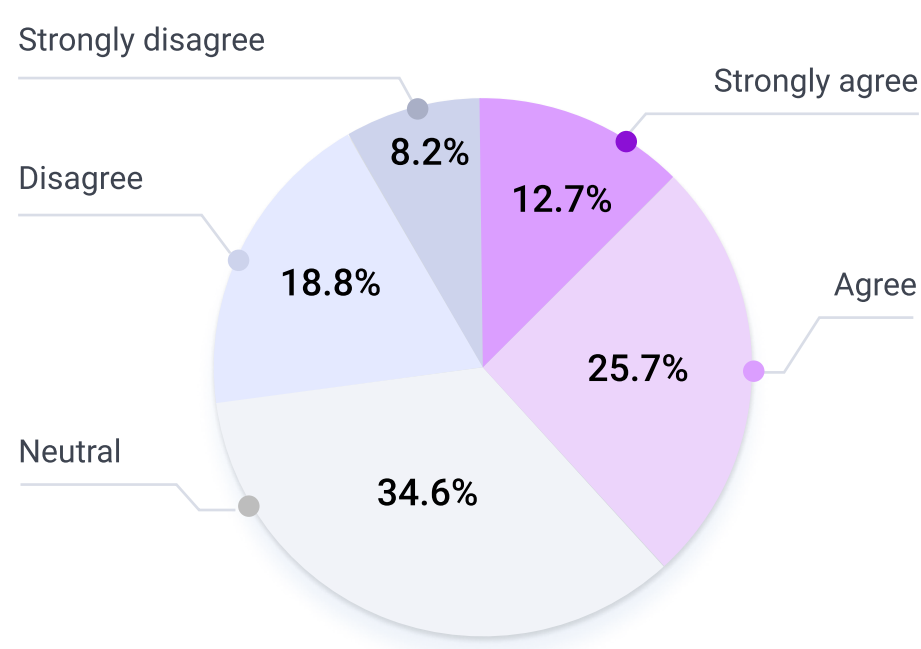
**Shawn Tan**

HR Director SEA, Under Armour, IHRP-SP

“ In my opinion, mental wellness has always been an underrated factor in employee engagement, especially in a highly pressured and fast paced work environment. Obviously, the COVID-19 situation had accentuated the importance of mental wellness. It is therefore crucial to expand our perspective on this topic and think deeper on the potential impact or benefits. It has definitely become much easier to talk about this now, as we embrace all pros and cons of the new norm in work. ”

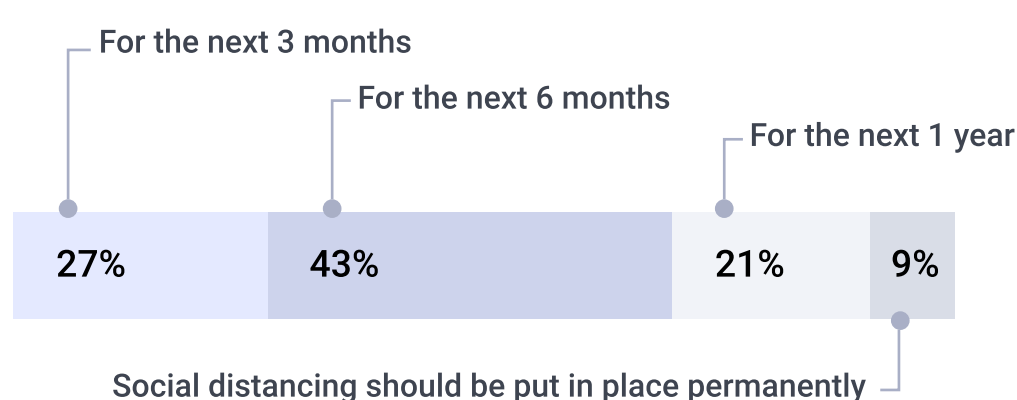
## SURVEY QN

I feel safe returning to the physical workplace.



## SURVEY QN

Social distancing in the workplace should be observed:



## SURVEY QN

What is your main source(s) of concern returning to the physical workplace? (Select up to 3)





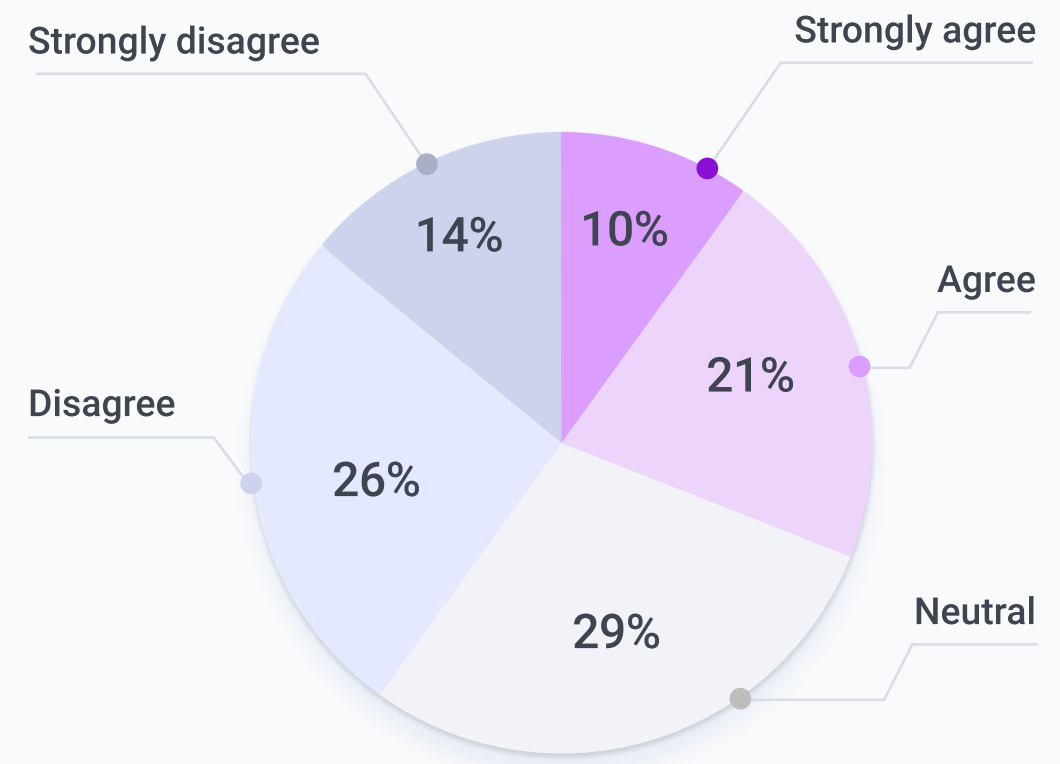
## C Put a particular focus on parents and employees with dependents

Work-life balance has always been a bugbear for professionals with young children. The circuit-breaker has also interrupted on-premise education, which is why managing practical aspects (such as family presence, distractions, space constraints) is the No. 2 challenge for parents.

Parents face more exposure to stress than other respondents. 40% said that they are stressed during this period – at a rate double the average. Mental anxiety of parents is high, with many bemoaning the expectation to work longer hours. Even while staying at home, many are not able to spend quality time with their families after-hours, as the boundaries between work and personal space became blurred.

### SURVEY QN

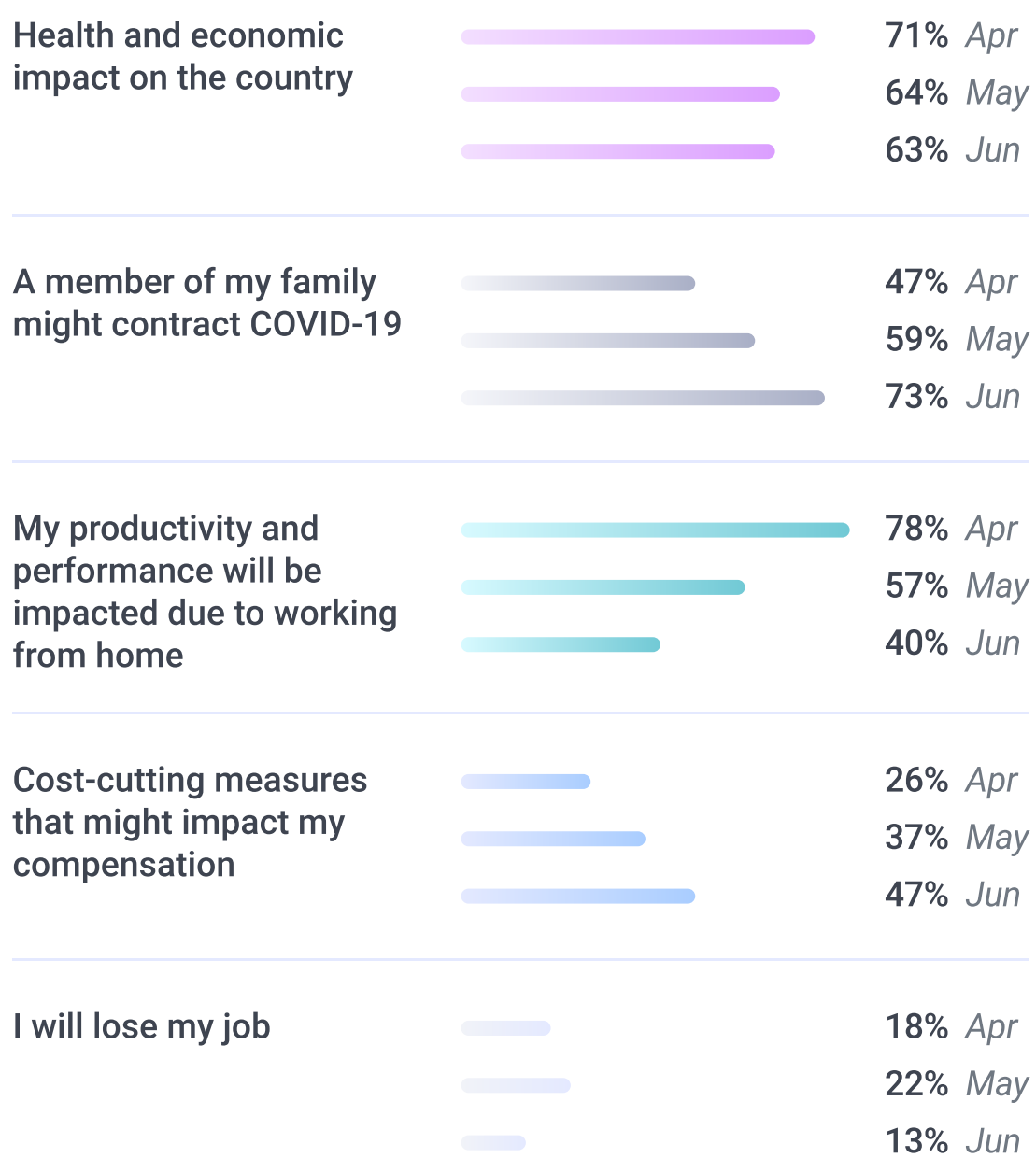
All things considered, my stress levels are still acceptable. (RESPONSES FROM PARENTS ONLY)



### SURVEY QN

What has been your main source(s) of concern in the COVID-19 environment?

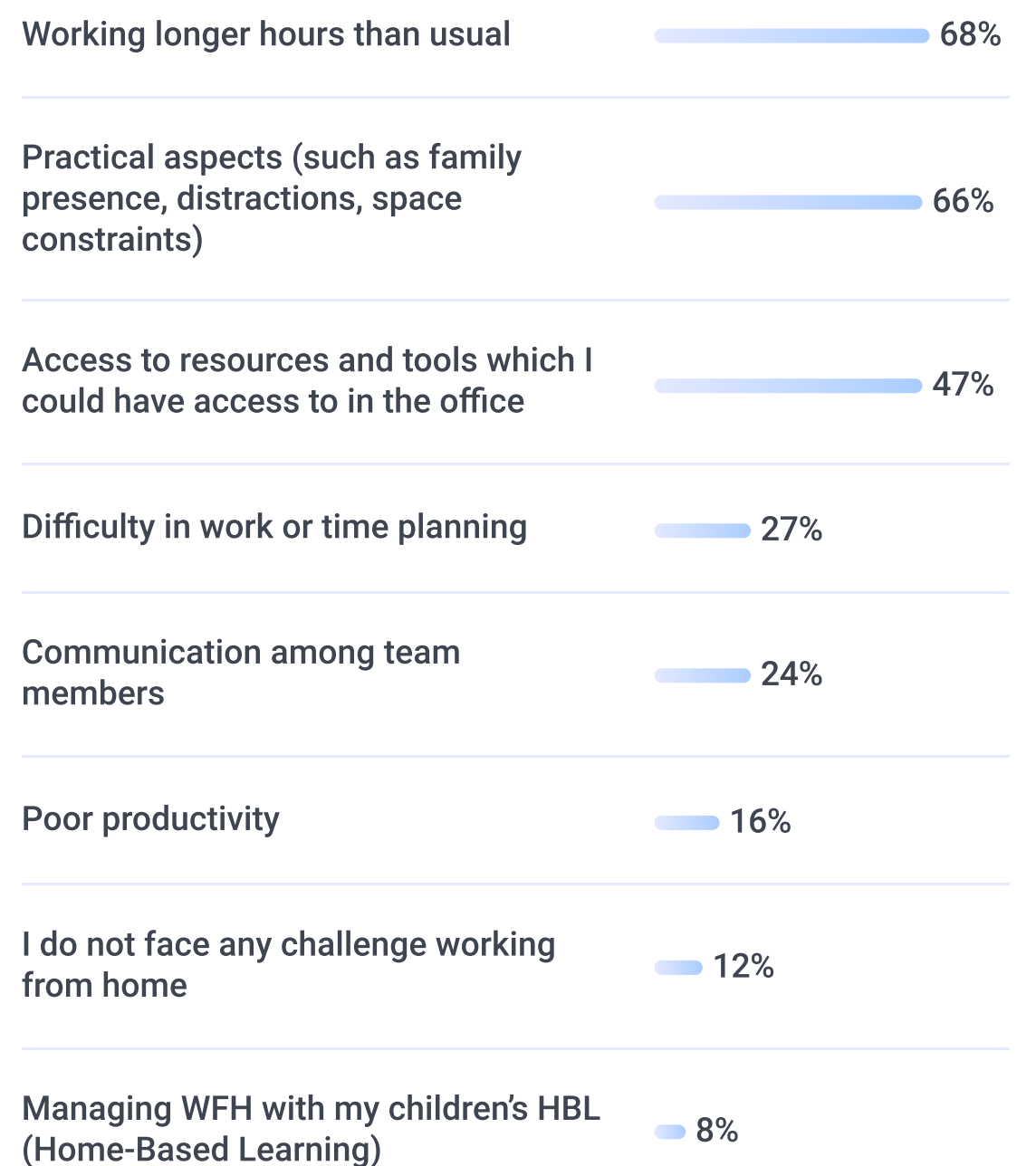
(RESPONSES FROM PARENTS ONLY)



### SURVEY QN

When working from home, the main challenge I face is:

(RESPONSES FROM PARENTS ONLY)



# ● Learning from the circuit breaker experience



## Michael Jenkins

CEO of Expert Humans, HR Thought Leader, MSHRI

“ I think it is great that we are talking about mental wellbeing more than we have done before. While talking about it is very encouraging, there is also a need to do something about it. Getting people to speak up about mental ill-health in pulse surveys is certainly a good thing but frankly speaking, we have to “get below the surveys”.

At the same time, it’s really worth bearing in mind that a small act of kindness to someone who is sad or down, can go a very long way to making them feel less alone. ”



## Olivia Tay

Group Chief HR Officer at NHG, IHRP-MP

“ Staff wellbeing to us comprises body, mind and soul. We are cognizant of the stress especially for staff who are working in the front line. Rotation is observed to give them not only physical rest but also mental relief noting that stress does not only come from working in the front-line only but also the concerns/pressure they may also face from their loved ones. ”



## Pearl Yu

Director, Marketing & HR at Keystone Cable, IHRP Board members

“ Now even in phase 2, employee well-being continues to be something we think of especially for our staff living in our dorm. We are concerned about their mental well-being and have been doing simple things like ordering fruits every week for them and giving the dorm supervisor a budget for snacks and necessities to let them know we are looking out for them. ”



## Daniel Chia

Head of HR at Samsung Asia Pte Ltd, IHRP-CP, MSHRI

“ Mental wellness is a topic that we have been focusing on and we do have indirect questions related to it in our yearly employee engagement survey. During this period we conduct online training related to mental toughness and wellness. Also, we have partnered with ActiveSG to carry out online workout and talks related to mental well-being. ”



## Shawn Tan

HR Director SEA at Under Armour, IHRP-SP

“ As a sports brand, we are always a strong advocate of sports and fitness and constantly deliver digital workouts to all teammates. The L&D team also delivers fun and creative digital training and keeps our frontline teammates engaged with the latest product innovation and service standards. On top of that, we run a bi-weekly internal webinar series on Facebook live that allow our teammates to know and connect with some of us in a more casual manner. The first episode featured our leader Michael Binger (VP, SEA) who shared with everyone some of his personal interests and even showed everyone his wfh setup! ”



2

# Infrastructure: Foster inclusivity to thrive in a hybrid workplace

The workplace of the future will be marked by a diverse set of employees with varying needs. Full-timers, hourly workers, and remote gig workers will come together in a hybrid environment that's the new normal in a WFH world. The prevalence of technology and multifaceted business practices will alter the dynamics of employment.

## A Big, small, or mid-sized – prepare your infrastructure for sustainable WFH

While WFH may be more challenging for some industries than for others, employee preference for it is universal. Across industries, over two-thirds of respondents would prefer to work from home 50%-75% of the time. There are even proponents for 100% work from home, infrastructural foundation along with a strong culture and supporting mindsets. This trend continues across small, medium, and large-sized enterprises. Among large companies, 19% want full WFH, 37% want remote work 75% of the time, and 28% prefer to work from home half of the time. These numbers are largely similar for SMEs – at 14%, 36%, and 33%, respectively.

That is not to say that companies will not face change resistance among the workforce. In fact, 1 out of every ten respondents among large companies don't want to work from home, which is also the case for 13% of those working in consumer industries. Companies shouldn't neglect their voice, as it could dent employee morale and bring down engagement. Instead, proactive engagement measures are necessary to ease change among this group.



**Michael Jenkins**

CEO of Expert Humans, HR Thought Leader, MSHRI

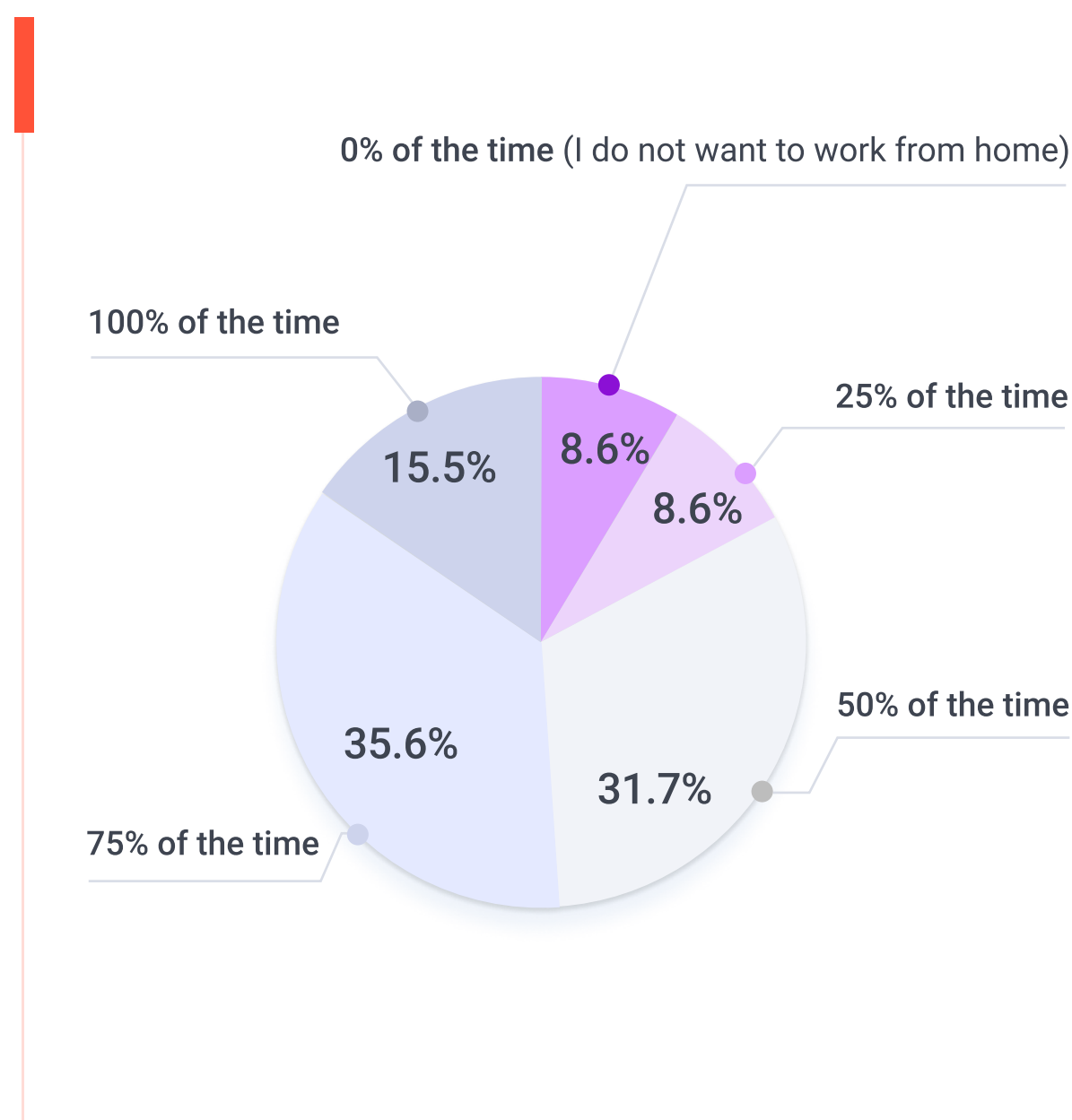


[WFH arrangements] have required a quantum shift culturally in terms of trust. "If I can't see you, how do I know you're working?" organisations have had to give way to trusting people to do the right thing.



**SURVEY QN**

Based on my experience working through the circuit breaker and beyond, I can see myself working from home permanently:



**BY COMPANY SIZE**

	100% of the time	75% of the time	50% of the time	25% of the time	0% of the time
SME (25-200)	14%	<b>36%</b>	33%	9%	17%
Mid-sized (200-1000)	13%	33%	<b>34%</b>	11%	9%
Large (>1000)	19%	<b>37%</b>	28%	6%	10%

**BY INDUSTRY**

	100% of the time	75% of the time	50% of the time	25% of the time	0% of the time
Consumer industries	17%	<b>31%</b>	30%	9%	13%
Education	13%	<b>36%</b>	35%	9%	7%
Finance/Investment	11%	<b>36%</b>	<b>36%</b>	11%	6%
Healthcare	20%	<b>39%</b>	27%	6%	8%
Industrial/B2B	11%	33%	<b>33%</b>	11%	13%
Online/Tech	21%	<b>37%</b>	31%	7%	5%
Public services	16%	<b>39%</b>	32%	8%	6%

# B Embrace the cloud as a key pillar supporting talent management strategies

Cloud-based infrastructure, which was positioned to become a business staple for a while now, is a must-have since the circuit-breaker. It could solve some of employees' top challenges around remote work – including access to tools that were readily available in the office (50%) and communication among team members (36%).



## Andrew Chan

Owner of the Soup Spoon, IHRP Board Member

“ Organisations need to invest in team collaboration apps, move corporate infrastructure that is client server-based to cloud-based, and shift corporate technology infrastructure to the cloud. ”

Over time, it will help employees become more productive remotely - which is a challenge for 43% of respondents. Listening to the voice of employees, we found that a large portion of the workforce wants subsidies when purchasing work enablers for the home office.

One of the most important applications of technology will be in employee processes that traditionally relied on face-to-face/in-person interactions. Cutting-edge technologies permit digital communication at scale, like all-hands-meetings with thousands of participants around the world. From virtual hiring and onboarding to performance management and one to one meetings, companies could look at virtual orientation to minimise the need for physical contact while maintaining employee engagement.



## Peck Kem

Chief HR Officer and Advisor, CHRO Office and Workforce Development, Public Service Division, Prime Minister's Office, MSHRI, IHRP-MP

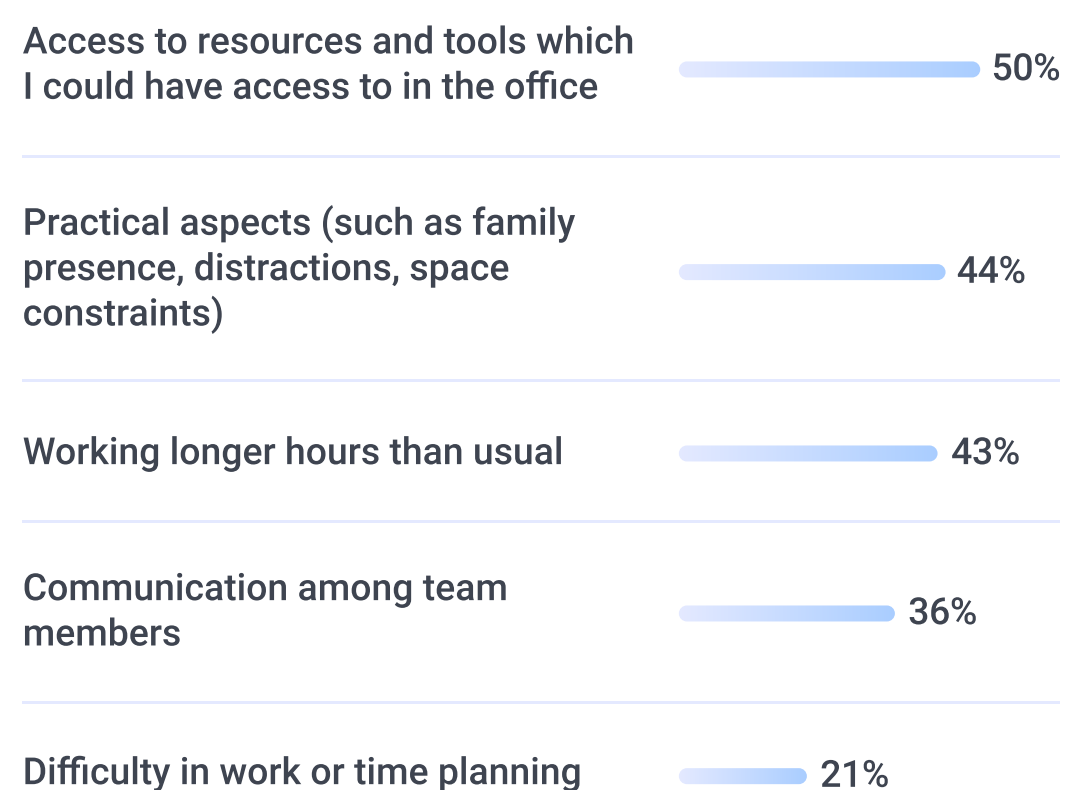
“ Hiring and onboarding has also similarly transformed – This is the new normal – so we just need to catch up. While you may not invest in a huge AI machinery, you can easily interview candidates through Zoom or other platforms. Invest in technology within your means and tap into your HR community to support you. ”

## SURVEY QN

When working from home, the main challenge I face is: (Select up to 3)

(RESPONSES FROM PARENTS ONLY)

### TOP 5 CONCERNS



## Andrew Chan

Owner of the Soup Spoon, IHRP Board Member

“ We have digitalised our whole onboarding process to include training videos and also virtual onboarding sessions. Adaptability and flexibility to work virtually is now an important aspect of new hire selection. ”



## C Merge the best of WFH and in-office worlds for flexibility

Given the strong desire of employees to continue to WFH, it is more sustainable for companies to plan for a hybrid mode. The remote work infrastructure built during this period will allow companies to take on more remote hires, creating a hybrid workforce. As a result, talent management policies will shift – becoming flexible enough to adapt to freelancers, permanent consultants, rehired employees, remote hourly workers, and other newly-emerging employment models.

Our analysis revealed **three top suggestions** from the respondents regarding Flexible Work Arrangements:

- 1 Flexible hours for greater convenience whether working from home or the office
- 2 Clear communication on new policies and expectations
- 3 Processes to encourage open-culture to enable healthier workplaces (e.g. more channels to raise anonymous feedback, media blackout days due to unproductivity from too many virtual meetings, new performance indicators)



**Pearl Yu**

Director, Marketing & HR at Keystone Cable, IHRP Board members

“

For office staff, we continued to adopt WFH for roles that can remain at home and for those that have to work on-site, they have been able to discuss with their managers to come up with a flexible work arrangement that suits the role.

”



**Shawn Tan**

HR Director SEA at Under Armour, IHRP-SP

“

“We are in full compliance with the government’s advisory on safe management practices in office. We exercised greater flexibility in working hours and provided all corporate teammates the option to work from home even though our business falls under the permitted list of businesses to return to office. Currently, the corporate teammates operate on split team arrangement and there are no more than 20 teammates in the office (over total office space of more than 11,000 square feet) at any one time. There is regular communication in the form of emails to update all teammates on policies and expectations, with strong emphasis on hygiene and safety. The health and safety of all teammates is and will continue to be our top priority.”

”

3

## Performance: Boost productivity via training and digitalisation

An employee's ability to stay productive in a non-office environment depends on a variety of factors – including surrounding distractions, personal obligations, and personality make-up. Our survey confirmed that employers shouldn't draw a link between WFH and productivity with broad strokes.

### A Avoid simplistic correlations between WFH and productivity

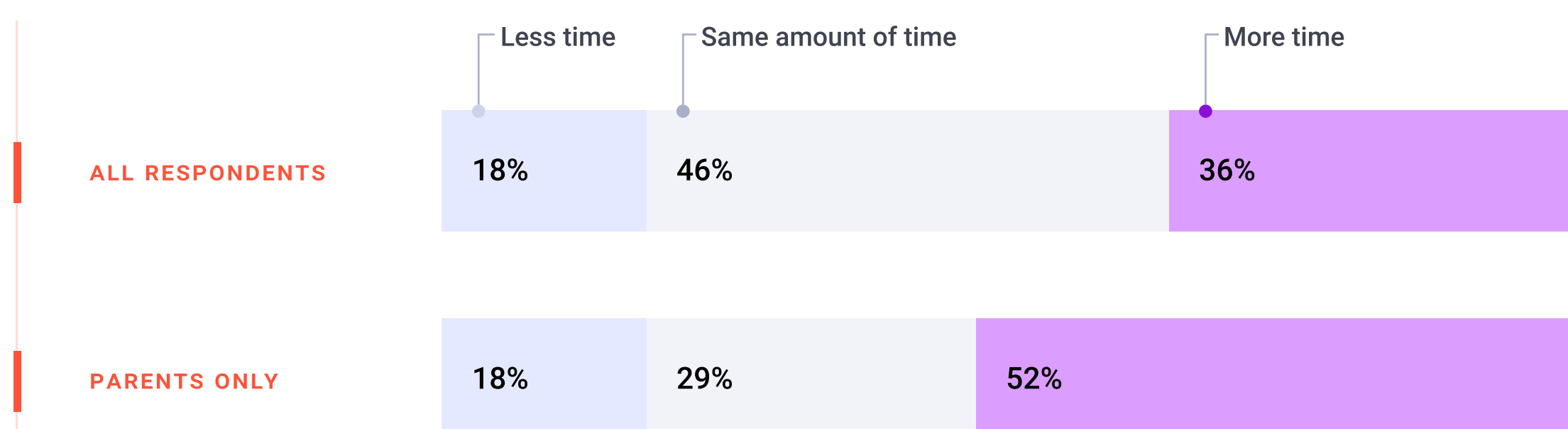
Over 1 out of 3 respondents (36%) have seen a downswing in their productivity when working from home after COVID-19. Looking at the various stress triggers and operational challenges, this isn't a surprise. Interestingly, nearly half (46%) are able to work from home as well as the office equally well. What's more, nearly 1 out of 5 respondents (18%) said that it takes them less time to complete a task at home than it did in the office, prior to the circuit-breaker.

The last trend reflects an ideal scenario – where a company's digital infrastructure and communication policies can harness an employee's eagerness and ability to perform well, taking advantage of the inherent efficiencies of WFH (no commute, shorter meetings, etc.).

Our analysis also revealed that parents are more polarised in their ability to stay productive. Companies can conduct detailed assessments of their workforce to understand how the switch to WFH has impacted different families, given their unique set of circumstances.

#### SURVEY QN

When working from home, it takes me \_\_\_\_\_ to achieve the same productivity as before COVID-19.





# B

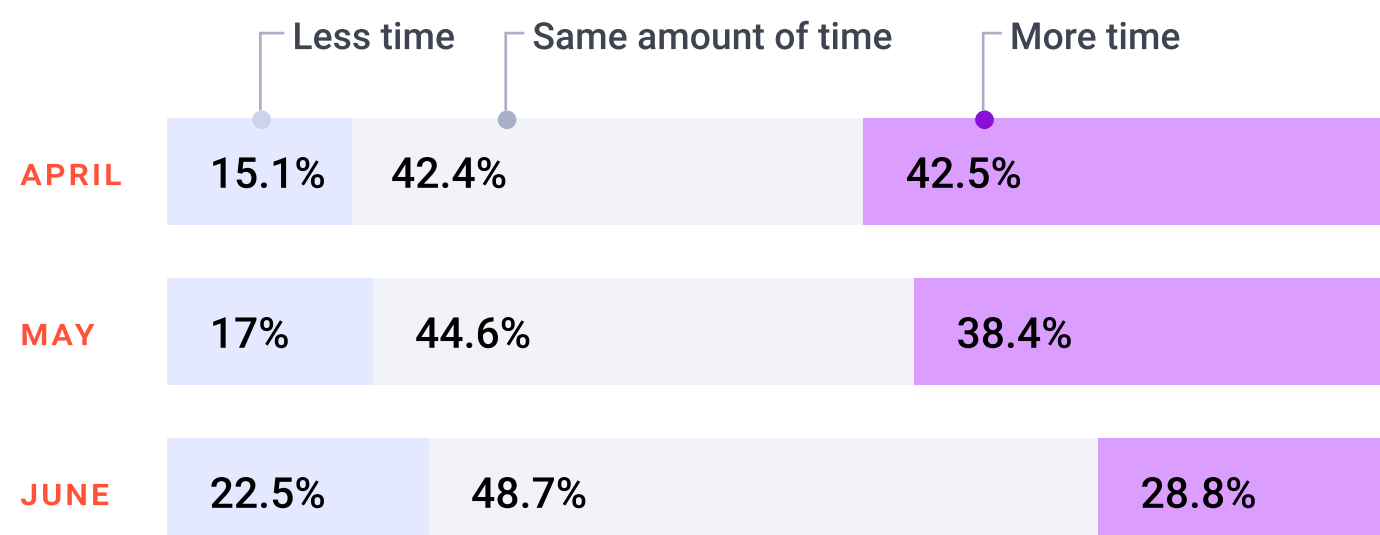
## Navigate through teething troubles with patience

Our research suggests that productivity finds an equitable baseline with time, as employees become more familiar with WFH processes. In April, 42% said that they need more time to do the same tasks at home. This number dropped steadily over time to reach 29% in June, reflecting good ability to adapt to the new working environment.

In contrast, the number of people who were productive increased from 15% to almost 23% between April and June. Companies that look at the long-term and hold onto their policy change decisions will see eventual gains.

### SURVEY QN

When working from home, it takes me \_\_\_\_\_ to achieve the same productivity as before COVID-19.



# C

## Provide adequate people & technology support

Two of the primary correlated factors for productivity during WFH are teamwork and infrastructure. 82% of productive employees rate their teams favorably – 14 percentage points higher than non-productive respondents. Similarly, 77% of productive employees are happy with their infrastructure, compared to 55% of their non-productive counterparts.

Some reskilling might be necessary to bridge this. For instance, soft skills training can help employees communicate better with their teams and strengthen these essential bonds. Retooling and digital upskilling can help to access and maximise company infrastructure more effectively.

Once again, professionals with children are the most affected. They are 50% more likely than the average to experience productivity loss. This is less severe for parents in primarily white collar industries like technology, finance & investment, and public services.

### DATA INSIGHT

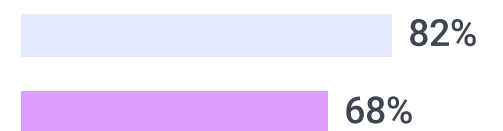
#### Team and Infrastructural Variables: Impact on productivity

% Favourable\* score across enabling factors

Less time  
More time

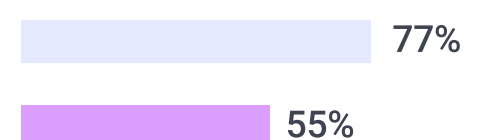
#### Team

"My colleagues remain committed to quality deliverables while working from home."



#### Infrastructure

"When working from home, I have access to the resources (e.g. equipment, technology, support services, etc.) I need to do my job effectively."



\* Favourable: answered "Agree" or "Strongly Agree"

# ● Learning from the circuit breaker experience



## Aileen Tan

CHRO at Singtel, IHRP-MP, MSHRI

“ Many companies have made more progress with becoming a digital company in the past three months than in the previous few years although the technology was already available. Given the circumstances, companies have to step up the investment and get buy-in from the entire organisation. ”



## Olivia Tay

Group Chief HR Officer at NHG, IHRP-MP

“ Many companies have made very good progress in becoming more digital in the past three months than before although technologies were already available. Given the circumstances, companies have to step up the investment, and people have to learn and be willing to embrace new ways of working. ”



## Jason Ho

Head of Group Human Resources at OCBC Bank, IHRP-MP

“ We are looking at remote working arrangements in the post-COVID situation as a new norm. We will put in infrastructure and relook at the work space to accommodate such working arrangements ”

We will continue to invest in training for staff. During the lockdown, we increased our virtual classroom participation by more than 40%. We have commenced our second phase of OCBC Future Smart. The investment will be larger than the earlier amount we had provided. The aim is to move the digital proficiency of the population toward a higher level. ”



## Pearl Yu

Director, Marketing & HR at Keystone Cable, IHRP Board members

“ We have been conducting more virtual meetings, which is also a way to connect with our staff who are working from home. During Circuit Breaker, we also organized weekly virtual training sessions to bring people together and to learn from one another. ”



## Daniel Chia

Head of HR at Samsung Asia Pte Ltd, IHRP-CP, MSHRI

“ All new joiners will be invited to the office with proper safe management processes in place and we will provide all technical support for the laptop set up and briefing. To maintain employee engagement, we are adopting virtual platforms as much as possible. For example, we have departments doing their own virtual tea break session and we also roll out our first ever Virtual Town Hall. ”



4

## Recovery: Engaged employees as your resilient core

According to a 2019 report, a company with engaged employees is 4x times more likely to achieve a high degree of business continuity program success (after a disaster) than those who sweep disengagement under the rug. EngageRocket looked at the key levers for engagement in the context of COVID-19.

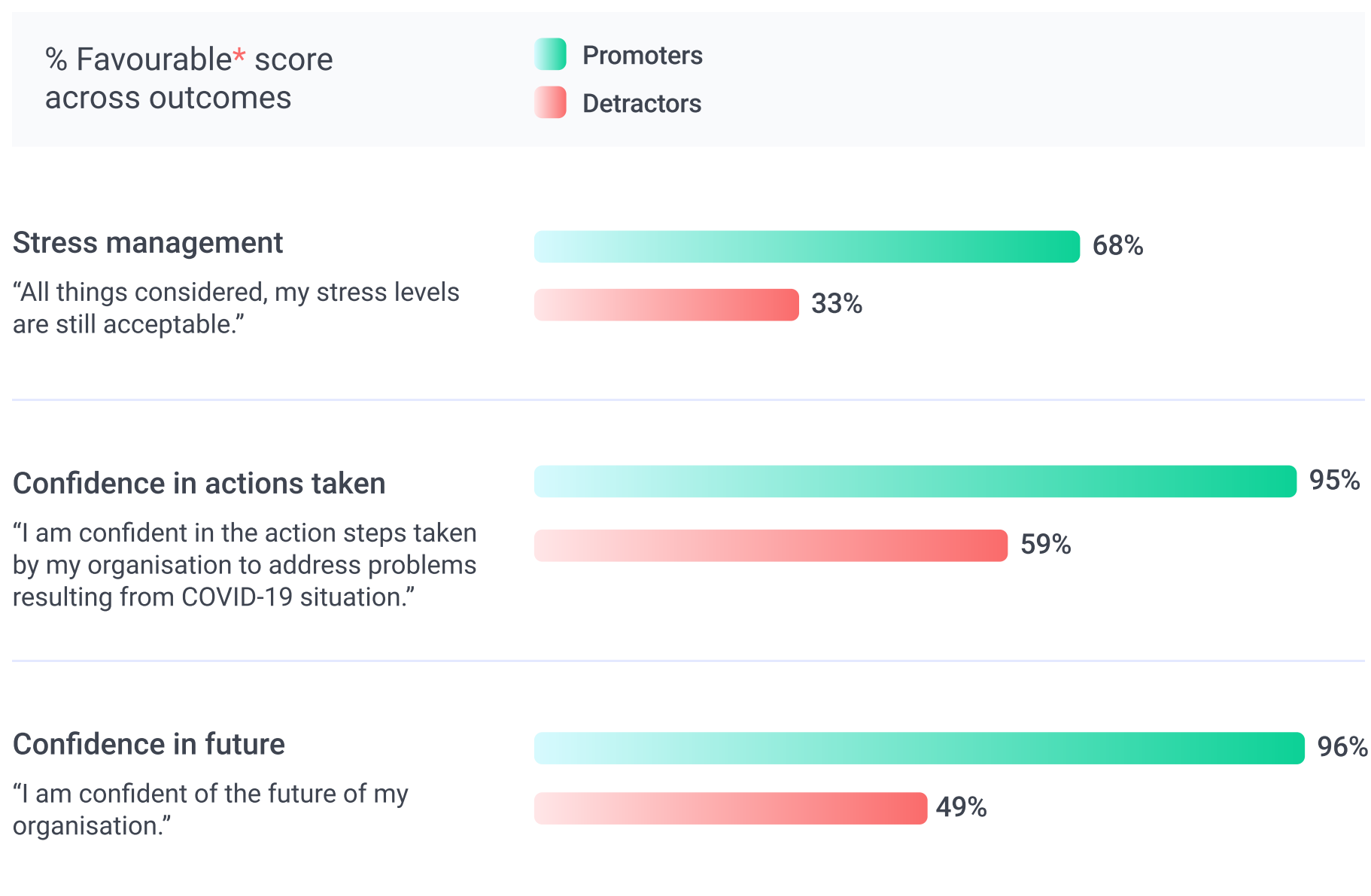
### A Engagement yields a brighter future

The Employee Net Promoter Score (eNPS), which is a popular measure for employee loyalty and engagement, categorises the workforce into promoters, detractors, and those who are passive within organisations. Our study found that engaged employees are more confident of and committed to working towards the company's recovery.

Specifically, promoters are 5X times more likely to be "strongly" confident about the organisation's future. They are 45 percentage points more confident about the actions taken by their organisations to address the crisis. Engaged employees also report being 2X times less stressed than disengaged employees.

#### DATA INSIGHT

Promoters are 5x more likely to answer Strongly Agree to "I am confident of the future of my organisation"



\* Favourable: answered "Agree" or "Strongly Agree"



Want to learn more about eNPS?

[READ MORE](#)

# B

## Provide communication and care to strengthen engagement

Before the COVID-19 outbreak EngageRocket's benchmark revealed that "rewards", "recognition" and "Value & Purpose" were the most influential drivers of engagement. Our study reveals the following to be most effective in time of crisis:

- **Organisational communication:**

Communication has a "high" to "very high" impact on loyalty. Employees value regular updates on dealing with the pandemic, such as wellness guidance, WFH best practices, and new policies.

- **Caring workplace:**

Care is the most influential driver, with a "very high" impact on loyalty. Respondents who feel taken care of by their employers are likely to be more loyal and engaged.

Organisations can leverage internal communication to share topical updates. This is among the most easily actionable insights that our survey unearthed. Of the 127 companies we surveyed, those highly rated for their communication policies also saw an increase in both employee confidence as well as loyalty.

In the absence of physical interaction with colleagues, employees turn to their employer for guidance on how to protect themselves, work from home, etc. Organisations that provide this clear communication will enhance employee loyalty and, therefore, resilience.

### Communication and level of confidence

BASED ON A SAMPLE SIZE OF 127 COMPANIES

#### QUESTIONS

- I am confident of the future of my organisation.
- My organisation communicates effectively during this COVID-19 pandemic (e.g. safety and wellness guidance, work from home practices, travel policies).



#### **Manager support**

Impact on eNPS: ● High

Question score: **3.95 / 5**

BASED ON QUESTION:

My direct manager provides clear and regular feedback on how well I do my work.

#### **Organisational Support: Care**

Impact on eNPS: ● High

Question score: **4.25 / 5**

BASED ON QUESTION:

I am well taken care of by my organisation during this current COVID-19 pandemic.

#### **Organisational Support: Communication**

Impact on eNPS: ● Very high

Question score: **4.31 / 5**

BASED ON QUESTION:

My organisation communicates effectively during this COVID-19 pandemic (e.g. safety & wellness guidance, work from home practices, travel policies)





## C Empowering managers on remote leadership

Our research reveals that manager support has a “high” to “very high” impact on employee loyalty, particularly through clear and regular feedback. Company-specific assessment and employee feedback collection can pinpoint which managers and which business units would require immediate action.

The New Normal introduces new workplace and talent challenges for leaders. Managers will be faced with tough choices - which resources to retain and prioritise. The downsizing of a team is a tremendous stress factor for managers and teams. Organisations will need bullet-proof managers with the gumption to address fears, anxieties and vulnerabilities head-on and early.

Even the best managers can falter when it comes to engaging employees remotely, only through digital channels. In a socially distant world, many managers lack the time and tools they need to effectively identify flight risk, burnout or disengagement. HR and leaders need to help them understand how their team feels and track progress. They also need to be equipped with action plans to put employee feedback into action.



### Aileen Tan

CHRO at Singtel, IHRP-MP, MSHRI

“

Leaders and managers have evolved their leadership styles - with more understanding, tolerance and flexibility for greater authenticity and a more human-centric approach to work.

”



### Michael Jenkins

CEO of Expert Humans, HR Thought Leader, MSHRI

“

Middle managers have had to deal with creating different work patterns, reorganising teams quickly and all while this is going on, to keep people motivated and calm. Some middle managers may well have struggled to provide their people with the support they might have needed – as the middle managers themselves are ‘learning by doing.’

”



# In Closing:

## Resilience as a foundation to recover and thrive

As our findings indicate, organisations must prepare themselves for a structural change in the months to come. This ranges from new policies around employee benefits and engagement to workplace layout centred on safety. Further, companies need to quickly add-on new capabilities to manage their talent remotely, building resilience in the face of a second wave risk, as well as employee demands.

As the circuit-breaker ends, and we move into the next phases of reopening, employee expectations from their employers have changed for good. They will bring their unique experiences and perspective from the last few weeks, compounded by a hybrid work environment where in-office, 9-to-5 is no longer the norm.



**Aileen Tan**

CHRO at Singtel, IHRP-MP, MSHRI

“

This is a great opportunity for a RESET. There is no denying that the COVID-19 pandemic has permanently changed the way we work. Recoiling back to the old ways could not only send a company's culture backward but also damage the trust employees and employers have garnered with one another during this period.

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The speed and magnitude of change that COVID-19 has brought to your way of work has definitely accelerated the awareness of the importance of employee wellbeing across all industries, regardless if they are traditional or not.

In the coming months, leaders will play a crucial role by encouraging authentic connections among employees and fostering a sense of belonging (remotely). Companies can embark on deliberate actions to build and enhance resilience. By keeping a close watch on organisational health, companies and managers can respond effectively to this evolving situation and anticipate targeted action plans for improvement. Effectiveness of measures can be calibrated through regular diagnostics scorecard on engagement, capabilities, and alignment.

This will not only aid in recovery and resuming of BAU, but it will also reimagine the organisation as a more resilient and compassionate entity.





# Survey Methodology

EngageRocket has worked closely with the Institute for HR Professionals (IHRP) and the Singapore HR Institute (SHRI) on a People Continuity Package to assist companies in switching to WFH during and after the circuit-breaker, gathering responses from thousands of employees on their WFH experience, challenges, and requirements. The study includes:

- 880,000+ responses
- 127 companies across online/technology, healthcare, public services, finance/investment, industrial, education, and consumer industries
- 20,000 respondents

The industry composition of our survey pool is as follows: 24% in public services, 31% in online/technology, 20% in consumer industries, 12% in finance/investments, 8% in healthcare, and 5% in education. From the targeted respondents, we received 64% participation, which comprises over 800,000 responses cumulatively. The conclusions drawn had a >1% margin for error, placing the findings at a 95% confidence level.



## About EngageRocket

EngageRocket is APAC's fastest-growing employee experience solution provider that helps leaders and organisations make better people decisions using real-time data. EngageRocket automates employee feedback and analytics to deliver powerful management insight that improves employee engagement and performance. The company has now analysed more than three million responses in several Asian languages across 14 countries and 20 industries. Learn more at [www.engagerocket.co](http://www.engagerocket.co)



## About the Institute for HR Professionals (IHRP)

The Institute for Human Resource Professionals (IHRP) is set up by the tripartite partners: the Ministry of Manpower (MOM), the National Trades Union Congress (NTUC) and Singapore National Employers Federation (SNEF) to professionalise and strengthen the HR practice in Singapore.

IHRP has the goal of setting the HR standards of excellence, developing HR as a strategic enabler of business and workforce transformation and fostering a vibrant HR services eco-system to drive innovation and change. Through the IHRP Certification and other national programmes, IHRP aims to enhance the competencies of HR professionals, as well as create developmental and professional pathways for them. This will professionalise and strengthen the HR practice in Singapore, allowing HR professionals to be key enablers in their organisations. Find out more at <https://www.ihrp.sg/about-ihrp/>



## About the Singapore Human Resources Institute (SHRI)

The Singapore Human Resources Institute (SHRI) is a leading, not-for-profit professional HR body, established in 1965. Serving HR practitioners, people managers, employers and business leaders from both public and private sector organisations across diverse industries in Singapore. As an independent voice driving Singapore's HR agenda on a national and global scale, SHRI is an intermediary for the HR fraternity and policy-makers. SHRI has been the trendsetter, championing benchmarks in standards of HR best practices by connecting HR professionals and business leaders locally and regionally through its signature events, member engagement activities, dialogues and networking sessions. Under the SHRI Group, SHRI Academy and SHRI Corporation aim to promote continuous learning, upgrading and professional development. Find out more at <https://shri.org.sg/about-us/shri/>