



# **Arrow Employment Services**

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## **Appendixes & Online Resources** <http://arrowes.hk/helpful-links/>

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## Rest days, Statutory Holidays and Annual Leave

All foreign domestic helpers in Hong Kong, regardless of length of service, is entitled to 12 days statutory holidays:

- January 1
- Lunar New Year (Day 1)
- Lunar New Year (Day 2)
- Lunar New Year (Day 3)
- Ching Ming Festival
- Labour Day (1 May)
- Dragon boat festival
- HKSAR Establishment Memorial Day (July 1)
- Mid-Autumn Festival
- Chung Yeung Festival
- National Day (October 1)
- Winter Solstice Festival or Christmas Day (chosen by employer)

According to the <<Employment Ordinance >> provisions, domestic helpers are entitled to the following holidays:

- Rest day;
- Statutory holidays; and
- Paid annual leave.
- According to the standard employment contract provisions, if employers will renew contract with domestic helper, prior to the commencement of the new contract, the helper should return to their places of origin to take leave of not less than seven days, the cost should be paid by the employer.
- Employers should properly keep all holidays and salary payment records, in order to avoid future disputes.

### ***Rest day***

#### ***How should employers decide a rest day for the helper(s) ?***

Employers should give helper(s) one rest day in every seven-day period. A rest day is a continuous period of not less than 24 hours. The rest day shall be designated by the employer, and can be decided on regular or irregular basis. If you give your helper(s) irregular rest days, you should have to inform her 1 month before the start of the rest day.

#### **Can an employer requires helper(s) work on rest days?**

NO. Barring unforeseen emergencies, the employer shall not request helper(s) to work on rest days. If you force your helper(s) to work on rest days, it is a breach of the <<Employment Ordinance >> requirements. However, it will be fine if the helper(s) agrees that you may rearrange another rest day, instead of the original designated day of rest.

Another rest day shall be arranged in the same month before the scheduled rest day, or within 30 days of scheduled rest day.

**When helper returns home after a rest day, can the employer ask him / her to work?**

Employers should not force helper work on rest days. But helper may voluntarily work on rest days.

***Statutory holidays***

Helpers who are working less than three months are also entitled to statutory holiday (without pay). If the helper have been employed continuously for three months, she is entitled to have the holiday with pay.

Employer may require helper(s) to work on a statutory holiday. However, the employer must:

- give notice to helpers for not less than 48 hours in advance ;
- within 60 days before or after the holiday, arrange an alternative holiday for the helpers.

**If helper(s) agree, can employers give an additional statutory holiday pay in lieu of granting him / her a replacement of an alternative holiday?**

NO. An employer who violates the above requirements may be prosecuted. Upon conviction, the employer is liable to a fine of HK \$ 50,000.

**If the statutory holiday falls on a rest day, must employers give helpers another holiday?**

Yes. Employer shall give a compensatory leave to the helper if the statutory holiday falls on a rest day, the next day which is not a statutory holiday or rest day.

***Annual leave and leave***

An employee who has worked continuously for the same employer for a period of 12 months is entitled to paid annual leave. An employee's entitlement to paid annual leave increases progressively from a period of 7 to 14 days dependent on the length of service. Details are as follows:

Years of service	Annual entitlement to paid annual leave
1	7
2	7
3	8
4	9
5	10
6	11
7	12
8	13
9 or above	14

**Who decides helpers annual leave dates?**

- A helper must take the annual paid leave to which he/she is entitled within the next 12 months. Annual leave dates shall be determined by the employer in consultation with their employee, and confirmed in writing at least 14 days before the beginning of the holiday.
- Any rest day or statutory holiday that falls within the annual leave period will be counted as annual leave and another rest day or holiday must be appointed.
- When the employer travels abroad, the employer may not unilaterally compel workers to take unpaid leave. Unpaid leave arrangements must be agreed upon by both parties.

"Love is patient and kind. Love is not jealous or boastful or proud or rude. It does not demand its own way. It is not irritable, and it keeps no record of being wronged. It does not rejoice about injustice but rejoices whenever the truth wins out. Love never gives up, never loses faith, is always hopeful, and endures through every circumstance."

1 Corinthians 13:4-7

## **Wages, deduction of wages, payment of wages**

### **Wages**

Wages are paid in the form of money an employer to work for commission work done or to be done all remuneration, earnings, allowances (including traveling allowances, attendance allowances, commissions, overtime pay), tips and service charges, regardless of its name or method, but does not include:

Employer-provided accommodation, education, food, fuel, water or medical care.

### ***Deduction***

#### ***Employer may only deduction in the following cases:***

Helper's negligence or dereliction of duty and damage or loss of employer's goods, equipment or property, the value of each item (NOTE: value is NOT the same as replacement cost) may only be deducted, but not to exceed the \$ 300 limit. In addition, in these cases, the total wage deduction, shall not exceed helper's  $\frac{1}{4}$  wage.

### ***Payment of wages***

Wages at the end of the last day of the wage period is due and payable. Employer must promptly pay all wages to workers, in any case not later than seven days after the expiry of the wage period. If an employer fails to pay wages, shall pay interest on overdue wages to helpers. (you may refer to Appendix 5: Sample of Salary Receipt Form)

### ***Medical care and sickness benefit***

When the helper has illness or injury, whether caused by employment or not, the employer must provide free medical care, including outpatient, inpatient and emergency dental treatment. To help employers cope with this requirement, the authorities encourage FDH employers to purchase insurance to help defray the costs.

Helper shall accept any registered medical practitioner provided by the employer's treatment. Employers should first reach an agreement with the workers, when referring them to a doctor for diagnosis and treatment.

### **Helpers under what circumstances, entitled to sickness allowance?**

In the following cases, the employer has to pay sickness allowance to helper(s):

- Helper(s) have accumulated sufficient number of paid sick leave;
- The number of the days of sick leave is not less than four consecutive days.
- Helpers can produce an appropriate medical certificate.

Helper(s) during the first 12 months of employment, can accumulate for each such month paid leave two days. Full employment after one month of paid leave can be accumulated for 4 days. Paid sick leave can be accumulated up to 120 days.



## How to Supervise helper's performance?

1. When your helper(s) is still in Philippines, it will be ideal to email your helper her time table of working and family rules (e.g. wear slippers) as early as possible, so she will have enough time to remember the daily schedule.
2. Give her several small notebooks [recipe book; employer directives, shopping record) a book journal (e.g. see Appendix 6 record market money) In addition, give her recycle paper to write down instructions that only need to do once, e.g. what to cook as breakfast tomorrow.
3. Demonstrate how to do housework if helper's performance is poor, ask her to tell you when she finish the work, so you may check and give feedback.
4. Encourage her to ask questions to clarify if she cannot fully understand your instruction, instead of "Yes, mam" but do the things wrong or forget to do something.
5. Let helper know clearly who(madam / sir/ elderly) is the one responsible to supervise her and give instruction. If more than one person will give instruction, helper may feel confused and frustrated of whose instructions to follow.
6. Teach her the importance of taking initiative to report, whom to report to (sir or mam), under what condition should she report(e.g. did something wrong, forget to do something, if there's any accident/ sudden onset of illness of kid/helper/elderly happen, report immediately, etc. ), your contact numbers. If the situation is critical(you should define what is meaning of critical), helper cannot find an employer, call 999 the police for help.
7. Conduct a regular evaluation.

**"Treat others in the same way  
that you would want them to treat you."**

**Jesus of Nazareth**



## **Evaluation**

### **Purpose**

To facilitate helper(s) to perform better in the future. So, please focus on helper's performance.

It is not a time to vent your dissatisfaction and anger, please avoid repeat counting what helper did wrong in the past, no personal attack, as it will degrade the helper, make her feel useless which will only destroy your employment relationship.

### **Frequency**

In the first three months, you should do evaluation with helper(s) once every week.

If the helper does something wrong, you should tell during evaluation, and review in the next week to see if she corrected that mistake. If she is making progress, tell her so. If you did evaluation only once per month, both you and your helper may forget the event, and she is likely to repeat the same mistake again.

When the helper's performance is becoming more satisfactory, you may reduce evaluation to once every 1-3 months.

### **Time**

5-60 minutes, employer should choose a time that is not both employer and helper are not in a hurry.

### **Method**

- a. Let the helper do self-assessment (reference Appendix 9 & 9a). It's O.K. either to let her do it during or before evaluation time. ”;
- b. Show concern to helper, e.g “Do you have enough food/ sleep/ clothing/ quilts?” “How is your adjustment to Hong Kong?” “Any difficulty at work?” “How's your family in the Philippines?”
- c. Adaptation to life in Hong Kong; (No need to ask later if employer observes that helper is adjusting well)
- d. Let helper tell which area(s) helper is doing well/you appreciate, which area(s) helper may need to improve, which area(s) helper may need employer to teach/demonstrate how she may improve better.
- e. Tell her your feedback & evaluation (reference Appendix):
- f. Show appreciation to helper e.g.: good attitude, smile, attitude, honesty ... etc.; or praised her performance such as: cleaning, cooking, home health, etc.; can directly inspired her passion for work.
- g. Avoid being perfectionistic and recognize progress and improvement. Some employers say that their helper's performance is not satisfactory, when in fact, she has made progress and improvement.
- h. Point out the aspects of your helper's performance that still have not reached your expectations (give practical examples) and tell them how they can improve. (It is probably best to focus on one or two areas you want them to improve in, and save the rest for the next evaluation. Don't overwhelm her

with negative feedback or she will lose heart). Employer's request must be measurable (measurable), can be observed (observable). And give the helper the opportunity to respond and improve.

**e.g.**

"Emma, every day you should wake up at 6 am. But yesterday you woke up at 6:30am. That result in the children missed the school bus. I had to bring them to school that resulted in I was late to work, too. That made me stressful. I hope you will set alarm clock, and make sure you will wake up at 6am every day, ok? Thank you."

Never give vague instructions, such as : "Please wake up early."

Focus on the behavior and results: do not talk about motivation. (Assuming they have a good intentions, and remember that relationship building is very important. Discuss behaviors and outcomes), such as:

"Mary, I want to do an evaluation with you. Please come to me when you finished washing dishes."Precautions

- First care, after reviewing
- To listen to, after talking
- First appreciation, after reminding

It is generally best to review the helper's last performance evaluation and recognize the areas where she has improved before reviewing new problems.



## Philippine Cultural Characteristics

**Shy:** Domestic helpers are afraid to express their needs. Whether at home or eating out, if the food is inadequate most of them will not tell you. Therefore, employers need to take the initiative to talk to the maid about what she can have for breakfast, lunch and dinner, and to ask her whether the food is sufficient or not. Remind her not to be shy, because she is doing physical labor and needs to have the strength to work. Also ensure that she has adequate sleep or her performance will degrade. It's okay to ask her if she is getting adequate rest or not.

**Late.** Regardless of any activity, Filipinos arrive 15-30 minutes late. For them this is normal. Therefore, employers need to emphasize the importance of being on time. Tell her when you want to see her NOT when she should be out the door. Do you want her in a certain place by 7 p.m.? Which phrase will you use? a) "I will want to see you at 7pm" or b) "You should leave home at 630pm."

**Slow.** Philippines is a developing country. The pace of life is much slower than in Hong Kong. This is a big cultural difference. Employers, both Filipino takes time to adapt.

**Urban vs. rural; science and technology vs. low tech etc., high awareness of environmental and health issues vs. lower awareness.** Someone who has grown up in a relatively backward rural environment may not be aware of some issues and may not know Filipino may not be a religion to dawn, it is not because they are stupid, but they did not come into contact with a number of advanced technologies, employers need to redouble their understanding and patience to teach.

**Weather:** Philippines has only two seasons: rainy & dry and both are HOT. They do NOT have winter. Therefore, they do not have the concept in the autumn, winter and how to make sure you / baby wear adequate clothing. So please take the initiative to teach your employee about proper clothing and covering for the baby when the weather is cold or rooms are highly air conditioned. If she herself does not have enough warm clothes, then you should take initiative to procure some warm clothes for her. If not, she may get sick and pass the cold or flu to your family.

**Pasma:** "Pasma" refers to a Filipino folk illness. Filipinos believe that: the body muscles are "hot," under certain conditions, if for any reason the body becomes hot (eg: ironing), then quickly changing to a cold temperature by dipping your hands in cold water or going into air conditioned areas can cause illness and a condition similar to arthritis. Even though these are not recognized as mainstream medicine, the disease is real for most Filipinos. They believe it will cause them pain and, in extreme cases, death. (Wikipedia)

Symptoms : tremor, sweaty palms, numbness and pain.

Prevention: Don't force the maid to do ironing after she has bathed the children or taken a bath herself. Just reverse them: have her take a bath after ironing, make sure these activities are separated by several hours.

**Family:**

The family is the centre of the social structure which includes the extended family: aunts, uncles, grandparents, cousins and honorary relations, e.g. godparents and close family friends. They are willing to help each other. including lending or borrowing money to help friends and relatives in need, even if this means that they will become debt-ridden to the point that they and their employers begin to be harassed by loan shark companies. Typically they do not consider the following questions:

- What are the risks of doing this?
- What might happen if I don't pay the loan back on time?
- What will happen to my own goals and dreams if I borrow his money?

## Money

At Arrow we teach the helper, on her first full day in HK, to prepare a budget with savings goals for her 2 years of the contract. We encourage her to share the budget with you and we hope that you'll give her sound financial advice. We encourage them to open a savings account in a local bank (all it takes is a HKID/passport & employment contract) and with as little as \$500 they can start saving. We also warn them about borrowing (no one ever borrowed their way to "rich") and give them techniques to help them say "No" to people who want them to loan them money or co-sign for loans.

In order to borrow \$ in HK, helpers need some proof of address. If you are worried about this we suggest:

- Don't give them mailbox keys
- Tear up bills after you've paid them
- Password protect your phone
- You can offer to safeguard her important documents for her (passport & contract) if you have a safe, but by law you cannot require her to give you custody of these documents.

If a creditor contacts you regarding collection of debts, please call us and let us help. We have experience with this and are happy to help.

## Filipino Concerns

### ***Live with dignity & respect:***

- Filipino people need to feel respected.
- The living situation in HK should be in line with the expectations given during the interview.
- Even if they do something wrong, employers should deal with calm and rational manner. Avoid talking to them in anger, yelling, shouting or saying insulting words. At the same time teach their children to respect helper. Employers should also set a good model in front of children. Never let yourself / your children to say / do anything teasing or insulting helper.

If the helper's living situation is below expectations (e.g.: in contract, it said she will sleep with children in the same room, with a bed to sleep; actually just sleep on the floor of the kitchen), or if the employer shouts at the helper, or says something to insult her (whether at home or in public places), this will make her feel humiliated; lose self-esteem, self-confidence, which will probably result in breaking the employment relationship.

### ***Generosity:***

- Supply them adequate food, clothing. (old or new clothing will do)
- Be willing to pay for the helper's registration to learn Cantonese, English, cooking, infant care and other aspects of training, Invest in equipping them to be more effective, efficient, and confident in their work.
- Give them small pay raises as they improve and meet benchmarks of performance.
- If you live far from Central consider giving them some transportation allowance if they want to attend church activities.

### ***Patience:***

Filipinos are not perfect, and they will make many mistakes, especially in the first three to six months adaptation period. Employers should be willing to patiently teach and correct them, review their work, and give them opportunities to explain why they did / didn't do something - and use these conversations as a teaching moment, so that she understands your wishes and needs better. "Seek first to understand, then to be understood". Stephen Covey Seven Habits of Highly Effective People.

### ***Understanding:***

-Domestic helpers are PEOPLE

- who have been uprooted from family, friends and their familiar culture
- who have to learn to adapt and work in foreign culture with a different language, work, and living environment, and they have to live with a group of strangers
- Working- doing housework & cooking helps them cope with culture shock because these tasks are familiar to them.

When you see them with "dark face" (deadpan), often crying, etc. do NOT always ask them "What's wrong?" and don't over sympathize. Encourage them, tell them you appreciate their difficulties and then help them stay busy with household chores. Your patient, supportive understanding will help them adapt more quickly to life and work in Hong Kong.

**Support:**

Endeavor to arrange for your Domestic Helper to have Saturday or Sunday holiday, so that they can attend church activities, participate in worship and ministry, or take some classes to help them grow personally, spiritually or to upgrade their work skills. When they join outside activities and classes it gives them more confidence and strength to work hard, and also reduces their homesickness.

**Trust:**

Believe the Filipino maid say is the truth, rather than the excuse. Give them the benefit of the doubt when you have misunderstandings and miscommunication. Avoid phrases like "you always" and "you never". When the employer gives the gift of trust, it enhances the workers self-confidence and sense of belonging.

**Allow them to work with autonomy and freedom:**

- For first time maids, this should be done gradually as they prove themselves competent
- Granting more and more autonomy will help the maid develop organizational and management ability.
- Strong-minded maid or experienced maids can be granted greater autonomy - let them flexible arrangements domestic priorities,
- step → satisfaction ↑ , the working efficiency ↑
- If you regularly evaluate their work, autonomy can be adjusted to the abilities of the helper, whether a new arrival or experienced maid.

**Note to Employers**

New helpers and first time employers need time to adapt to each other. Most first time maids don't have much experience as domestic helpers. In addition, for many this is their first time in Hong Kong, so they have a lot to learn. Likewise most of our employers are first time employers and make "novice mistakes" such as trying to be friends with the helper, rather than simply being a good employer who supervises their work in a fair and encouraging way. Employers need to have patience, and train their workers slowly and methodically. If the wife is expecting a child then you should have a training plan that will gradually shift the responsibility to the Filipino helper, so that you can return to work without a lot anxiety. Many Filipino women have experience taking care of children, but Hong Kong kids and ways of parenting are quite different from what they do in the Philippines, so be patience as you explain how you want them to handle the children.

## Frequently asked questions and treatment methods

Filipino new arrivals behaviors	Employers approach
<b>Homesickness - common symptoms: dark cloudy face expressionless face, no memory, work slowly, easy to cry</b>	<ul style="list-style-type: none"> <li>● Patient listening, expressions of understanding.</li> <li>● Don't get emotional but ask questions that will help her focus on why she is here: family financial support, long term goals, savings goals as listed in her budget.</li> <li>● Keep her schedule busy so she doesn't have as much time to think about homesickness &amp; her family.</li> <li>● Give her the appointed rest day on Saturday or Sunday if possible so she can be with other Filipinos who have been through this experience and emerged stronger. Through sharing and caring they can help your new arrival.</li> </ul>
<b>Black face / face expressionless</b>	<p>Usually due to homesickness &amp; culture shock made worse by insufficient sleep or food. Employers should not get angry, just smile and remind her, try to keep smiling, otherwise you will misunderstand and think she is not polite or angry.</p>
<b>Absent-minded, forgetful, repeats same mistake over and over</b>	<p>Your helper feels under great pressure and stress due to lack of experience, cultural differences, and the strong desire to win your approval. Sometimes employers think task is simple, but it may be new and difficult for the helper. Lack of sleep and language barrier also make things worse. Employers should:</p> <ul style="list-style-type: none"> <li>● Be patient, try not to blame or show anger</li> <li>● Write down the area you want to see improvement in, keep a record of reviews, things you've taught her, etc. You may want her to write down your instructions in Filipino, then repeat them back to you in English.</li> <li>● Call or email Arrow with your concerns about her performance, so we can follow up with the helper.</li> </ul> <p><b>Loud or angry scoldings will almost always result in lower NOT higher job performance. It hurts their self confidence and self esteem and causes them to give up.</b></p>

<p><b>Works too slowly, and often repeats the questions you ask</b></p>	<p>There are some big differences between Filipino &amp; HK culture. Filipinos generally don't handle pressure well and they are afraid of doing the wrong thing, so sometimes don't do anything or move slowly for fear of being scolded. Look for things she does well and praise her for these. Even if her work is not perfect, look for improvements and praise her for that progress. Point out when the work is satisfactory BUT the pace of work is still too slow. Tell her how much time you think is appropriate for that task and encourage her to keep the same standard but now do it faster. Listen to her difficulties encountered in the implementation, and help her resolve them. In the next performance review go over the progress or lack thereof.</p>
<p><b>Unsanitary</b></p>	<p>Some Filipino grow in rural areas, where the technology and environmental health requirements vary greatly from those of Hong Kong. Patiently teach her and point out specifically where she is not cleaning well enough. Show her what you consider to be "clean" and inspect her work afterwards. During reviews discuss her progress.</p>
<p><b>Lack of safety awareness</b></p>	<p>Very few Filipinos live in high rises with security guards, gates, passcodes, etc. Take time to teach her about proper safety precautions. Especially with the children, crossing streets etc. you need to be specific and let her know how important proper safety is.</p>
<p><b>Does not take the initiative to report problems or to express her needs to the employer</b></p>	<p>Do not assume that your maid will know you expect her to take the initiative to report to you regularly on family matters, children's status, etc. First time helpers especially do not know that you want them to give regular updates or reports. Write down clearly your expectations and instruct her on what kind of reports you expect. E.G. if a family member has an accident, a child with a high fever, etc. who should she notify the Sir or Madam. Under what circumstances should she dial 999 for help.</p>
<p><b>Using mobile phone during the work hours</b></p>	<p>The Employer should email the helper with the proposed time schedule and house rules before she arrives in HK if possible. This will allow her to familiarize herself with your expectations. You should probably include rules about phone use, such as: "Use of your mobile phone during work hours is not permitted" , but can be used when you are off duty in the evening and on holidays. If you have an emergency in the Philippines, then please contact your employer to inform them that you need to use your phone to call back to the Philippines. Try and keep the call to under 15 minutes in length. If you determine that your helper is cheating and using the phone during work hours, you should record the date, time, and raise the issue in the performance review. Reaffirm your position on the use of mobile phones and ask her to</p>



	strictly observe your rules. Remind her of using a mobile phone is not worth losing her job.
<b>Lack of Food</b>	See the section on understanding Filipino culture.
<b>Lack of Sleep</b>	Filipino generally won't dare to tell their employer that they lack sleep, but if she lacks sleep she will be more forgetful, make mistakes, make unwise choices and become slow in her work. Adults need an average of 7-8 hours of sleep per night. Your helper also needs "down time" to attend to her personal needs, communicate with her family in the Philippines, and just relax. If your helper is up at night with the baby encourage her to nap during the daytime, but be specific as to how long is appropriate.
<b>Disputes between the elderly Chinese &amp; Filipino workers, such as complaints about politeness, disrespect, etc.</b>	<p>Because of the language barrier (eg: elderly only speak Cantonese / Mandarin) there are often misunderstanding, unhappiness.</p> <ul style="list-style-type: none"> <li>● Before your helper arrives take time to discuss with the elders in your home as to how you want them to handle issues when they are unhappy with the helper. This is important whether the elders in question live with you or not. You can always contact Arrow for help and we'll try our best to relieve the stress you are facing.</li> <li>● Develop your own or find (online) some bilingual word lists to help your elderly communicate with your helper. Write common phrases in a notebook. As you debrief both the helper and your elderly you can add to the notebook the phrases and vocabulary that they need to work together.</li> <li>● Invite your elderly parents or relatives to attend our new employer's orientation</li> <li>● Enroll your helper in a Cantonese class</li> <li>● If your elderly is having trouble communicating with the helper, tell her when she can call you and have you translate. If it is not convenient for you to accept calls, give her our card, and ask them to call our office and we will be glad to translate for them.</li> </ul> <p>If the wife is the manager of the helper, it is important that she be as fair and impartial as possible and act as a bridge between the elder and the helper. The wife should actively listen to the concerns of both the helper and the elderly and communicate her instructions and wishes clearly to both parties. Remind your helper that no matter what the difficulty she needs to smile and show respect to the elders at all times.</p>

<p><b>Children begin to love their "Filipino mother" more than you.</b></p>	<p>It is normal for children to become attached and give their love to the person who cares for them on a daily basis. In cases where the mother is a working mother, it is common for the children to develop a close attachment to the helper.</p> <ul style="list-style-type: none"><li>● When you are home, take responsibility for the children (feeding, bathing, playing, helping with homework) and allow the helper to focus on household chores. Make sure your interaction with the children is happy and not stressful (thinking about homework here), so the children develop a good bond with their mother.</li></ul>
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## How to give feedback to your helper

Employees need feedback. Some employers think "I told them clearly once, and I wrote them a long job description. Isn't that enough?" The truth is: You don't get things the first time you hear them and neither does your helper. I listen to an excellent podcast called "Manager Tools". The suggestions below are a variation of their excellent guidelines on giving employee feedback.

**The purpose of feedback:** It's about future behavior, NOT past behavior. The purpose of feedback is NOT to berate or criticize your employee for past mistakes. The entire purpose is to help them perform better in the FUTURE.

**The timing of feedback:** Feedback should be given within one week of the event. If you wait too long, the employee won't remember the event. If you forget, don't worry, the employee is likely to do the same thing again.

**Ask permission to give feedback:** I can hear some of our customers now thinking "No way! I'm the boss. I'll give feedback when I want to give feedback." Well, this advice may fall on deaf ears, but feedback will be better received if you ask permission first. What does it cost you to be polite and say, "Polly, I want to give you some feedback on dinner last night. Have you got a few minutes?"

**Focus on Behavior and Outcomes:** Do NOT talk about motives. You don't know their heart. Assume they have a good heart, that they are here to serve you well and provide for their family in the process. Talk about behavior and outcomes, then tell them what behavior needs to change or be continued.

"Polly, I want to talk to you about this morning. Have you got a minute? Yesterday you woke up at 6:30 instead of 6:00. Because you were late, I had to help get the kids out the door, and I myself was late to work. Your late rising caused me to experience a lot of pressure and stress, and to be late to work myself. In the future, I expect you to be up by 6 a.m. OK? Thank you."

"Polly, can I talk to you about dinner last night? I thought the soup was really delicious. I hope that next time you'll make it just that way again. In the stir fry, the celery was chopped too thick. The result was that it was not cooked properly and was hard to chew and swallow. Next time please cut the celery 1/2 again as small. Do you understand what I mean? Would you like me to show you the technique for chopping the vegetables again? Thanks."

"Polly, I want to talk to you about the laundry. When you ironed the clothes, you burned my blouse. I bought that blouse when I was in Canada last summer, and it is one of my favorites. Now I won't be able to enjoy wearing it, and I won't be able to find another like it here in Hong

Kong. I'm also going to have to spend time and money to buy a replacement. Next time, I need you to read the label (show her the label) on each garment before you iron it. If it says "don't iron", please don't iron it. If it says "iron on low heat" use the low heat setting (show her on the iron). Do you understand what I need from you? Thanks."

Read the above examples out loud. How long did it take? Feedback doesn't need to take a long time. If you're talking more than 1 or 2 minutes, you are probably talking too much. Nothing drives a helper to quit faster than an employer who goes on and on and on. Don't vent your emotions on your employees. Focus on behaviors, outcomes and expected change. You should be able to smile when you give feedback. If you feel emotional, then wait for a time when you are calm to give feedback. Why don't you give it a try and let me know how it goes.