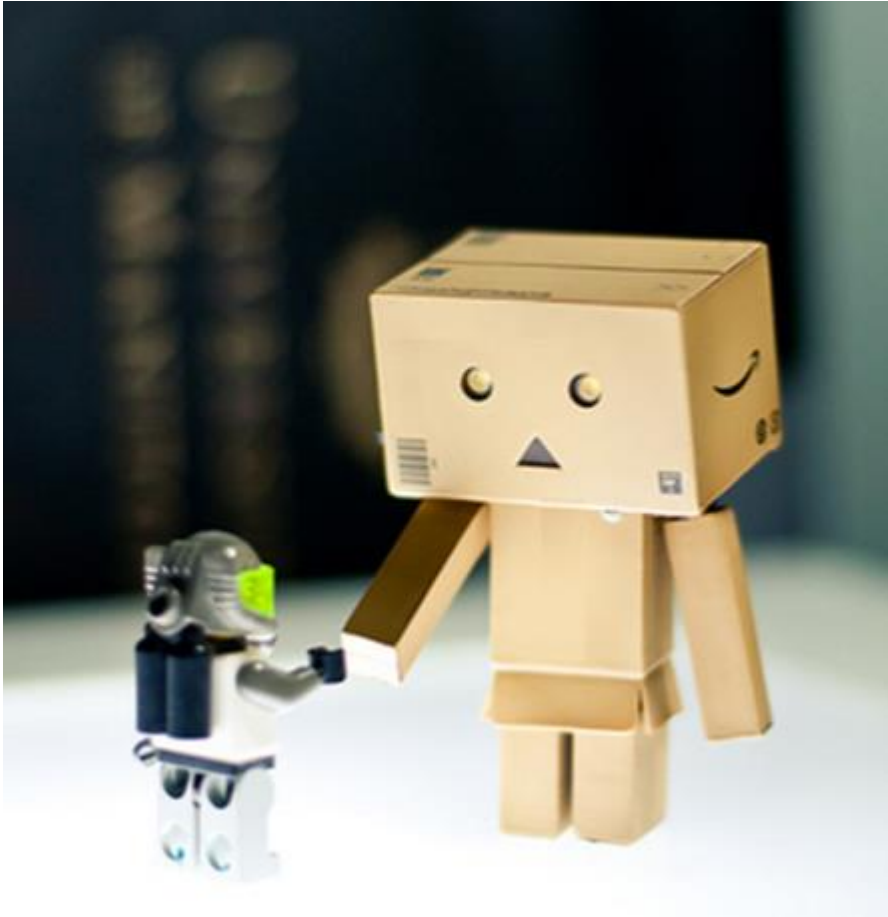




**FLEXIBLE WORK ARRANGEMENTS  
BREAKOUTS – COMPRESSED WORK WEEK**

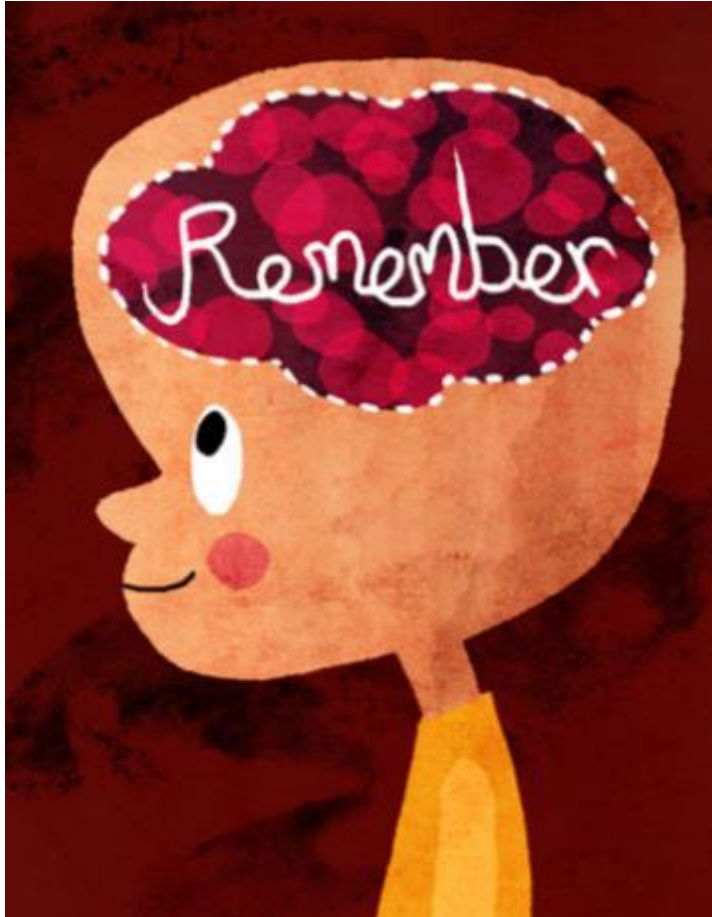
Welcome!



**Introduce your:**

- Name
- Role in the organisation
- Expectations from today's workshop

Before we get started, remember to...



- Make full use of the Participant Handbook



Contains:

- Workshop materials to guide participants through today's session
  - Job aids to support participants in the implementation of compressed work week
- 
- Actively participate and ask questions to gain the most out of the session
  - Put your phones on silent mode
  - Network and learn from one another



- Provide an **introduction** to **Compressed Work Week** as a Flexible Work Arrangement
- Provide an **overview** of the **Compressed Work Week implementation approach**

# 1.0 Flexible Work Arrangement – Compressed Work Week





# What is compressed work week?



## Definition

Re-allocation of work into **fewer and longer work-days** during the week. Allows an individual **to work a standard work week in fewer days**.

## Examples

Workweek for employees on a **4/40 schedule**:

| Mon      | Tues     | Wed      | Thurs    | Fri |
|----------|----------|----------|----------|-----|
| 10 hours | 10 hours | 10 hours | 10 hours | Off |

Workweek for employees on a **9/80 schedule**:

| Weeks         | Mon     | Tues    | Wed     | Thurs   | Fri     |
|---------------|---------|---------|---------|---------|---------|
| <b>Week 1</b> | 9 hours | 9 hours | 9 hours | 9 hours | 9 hours |
| <b>Week 2</b> | 9 hours | 9 hours | 9 hours | 8 hours | Off     |

# Other types of compressed work week

## Types of compressed work week

### 12-hour shift schedule under a 3 week cycle

Employees work 48 hours on week 1, 36 hours on week 2, and 48 hours on week 3

| Weeks         | Mon      | Tues     | Wed      | Thurs | Fri | Sat | Sun      |
|---------------|----------|----------|----------|-------|-----|-----|----------|
| <b>Week 1</b> | 12 hours | 12 hours | 12 hours | Off   | Off | Off | 12 hours |
| <b>Week 2</b> | 12 hours | 12 hours | 12 hours | Off   | Off | Off | Off      |
| <b>Week 3</b> | 12 hours | 12 hours | 12 hours | Off   | Off | Off | 12 hours |

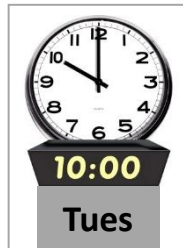
### 5-4/9 schedule

Employees work a week of five 9-hour days followed by a week of four 9-hour days

| Weeks         | Mon     | Tues    | Wed     | Thurs   | Fri     |
|---------------|---------|---------|---------|---------|---------|
| <b>Week 1</b> | 9 hours | 9 hours | 9 hours | 9 hours | 9 hours |
| <b>Week 2</b> | 9 hours | 9 hours | 9 hours | 9 hours | Off     |

# Example compressed work week scenario

## Employee 1



Works four 10-hour days in office instead of five 8-hour days






















Gets 3-day weekend to tend to child



# Example compressed work week scenario

## Employee 2

|   |  |   |  |   |   |   |
|---|--|---|--|---|---|---|
| <br><b>Mon</b>   | <br><b>Tues</b> | <br><b>Wed</b> | <br><b>Thurs</b>                                       | <br><b>Fri</b> | <br><b>Sat</b> | <br><b>Sun</b> |
|  <p>Works four 12-hour days in Week 1 in the retail outlet</p> |  |   |  <p>Gets three days off in Week 1 to tend to child</p> |   |   |                |

|  |   |  |   |  |  |  |
|--|---|--|---|--|--|--|
| <br><b>Mon</b>   | <br><b>Tues</b> | <br><b>Wed</b> | <br><b>Thurs</b>                                       | <br><b>Fri</b> | <br><b>Sat</b> | <br><b>Sun</b> |
|  <p>Works three 12-hour days in Week 2 in the retail outlet</p> |   |  |  <p>Gets four days off in Week 2 to tend to child</p> |  |  |  |

# How does compressed work week arrangements work?

## How do I...?



Ensure compressed work week hours are in **compliance** with the **employment law**?



Ensure **adequate staff coverage** at all times?



Provide employee **supervision** during **extended hours**?



Track **number of hours**?



Minimise **employee fatigue** and **injury rates**?



## You should...



Check **schedule** to ensure it is within **limit** of **48 hours/ week**, exceeding which, an **approval** from **Director General of Labour** is required



Organise **consecutive shifts**, establish **core work days** and **roster** employees as **back-ups**



Schedule **tasks requiring supervision** during **supervisor availability**



Establish **time logging system**, or operate on a **trust basis**



Conduct **health checks**, provide **regular breaks**, and **redistribute workload**

# Who is compressed work week for?

Compressed work week arrangement is for employees on the following type of roles...



**Support** or **transactional** roles where tasks are scheduled on a repetitive and consistent basis



**Shift work** arrangements with long hours

# Benefits of compressed work week



Compressed work week positively impacts employees...



Increased time for work



Increased efficiency



Greater personal engagement and satisfaction



Reduced anxiety and stress



...and translates into business results



Efficient management of workload during peak periods



Increased employee productivity



Increased attraction and retention of talent



Extended hours of operation

# Which other organisations have implemented compressed work week?

## Organisations with compressed work week arrangement



Citi Malaysia 's offers **compressed work week** as an option under its Flexible Work Strategies (FWS) Programme. The option is said to allow the **female staff to spend more time with their families.**

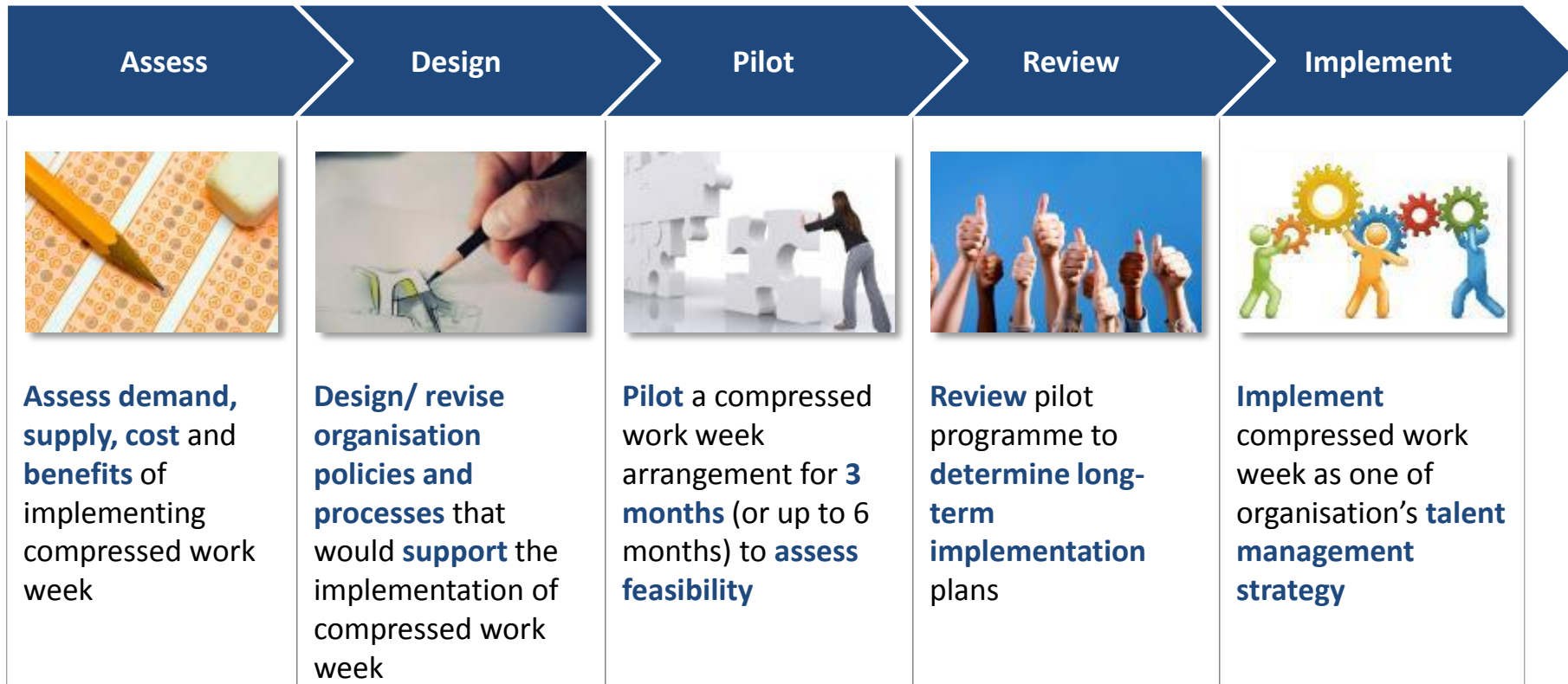


Dell's "**Connected Workplace**" programme enables **team members to compress their work schedules to less than 5 days a week.** The focus of this programme is on the **value of results rather than how** team members work.



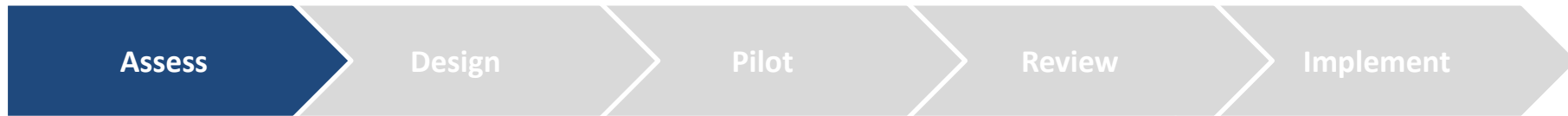
American Express (M) Sdn. Bhd. offers **compressed work week**, which is said to have been **well accepted** and **successful in providing** employees with **work-life balance.**


# How can I implement compressed work week in my organisation?

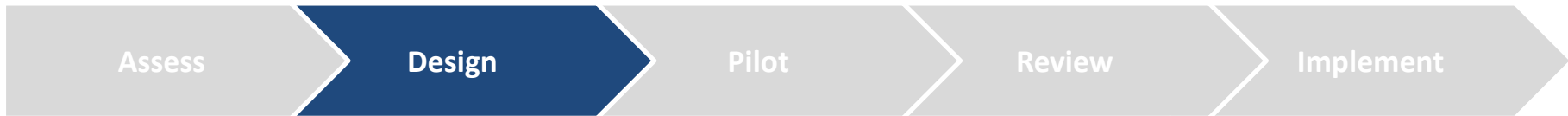










# 1. Assess










| Key Steps  |  | Job Aids  |
|--|--|---|
|  <p><b>Demand</b></p> <ul style="list-style-type: none"> <li>Identify <b>roles suited</b></li> </ul>  |  |  <p><b>Eligibility Guidelines</b><br/><i>(page 34)</i></p> |
|  <p><b>Supply</b></p> <ul style="list-style-type: none"> <li>Identify <b>number of employees eligible and interested</b></li> </ul>   |  |   |
|  <p><b>Costs and benefits</b></p> <ul style="list-style-type: none"> <li>Identify <b>recurring</b> and <b>one-time costs</b></li> <li>Identify direct and indirect <b>benefits</b></li> <li>Quantify <b>return on investments</b> using <b>business case calculator</b></li> </ul> |  | <p><b>Business Case Calculator</b><br/><i>(download from <a href="http://flexWorkLife.my">flexWorkLife.my</a>)</i></p>                        |
|  <p><b>Key stakeholders</b></p> <ul style="list-style-type: none"> <li><b>Develop business case</b></li> <li><b>Present business case</b> to key stakeholders to obtain buy-in</li> </ul>   |  | N/A   |



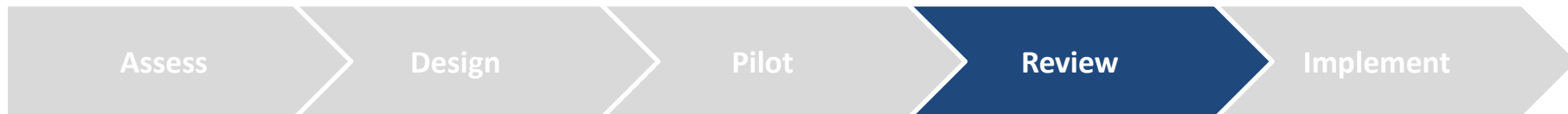
| Key Steps  | Job Aids   |
|--|--|
|  <p><b>Policies and guidelines</b></p> <ul style="list-style-type: none"> <li>Design <b>policies</b> and <b>expectations</b></li> <li>Revise organisation <b>policies</b> to accommodate arrangement</li> <li>Establish clear <b>application</b> and <b>approval process</b></li> </ul>                 |  <p><b>Policies and Expectation Guidelines &amp; Work Hours Arrangement Plan</b><br/><i>(pages 35-39)</i></p> |
|  <p><b>Communication and reference materials</b></p> <ul style="list-style-type: none"> <li>Develop <b>communication materials</b> to convey <b>implementation</b> and its <b>implications</b></li> <li>Develop <b>materials</b> to be used in <b>briefing</b> and <b>future references</b></li> </ul> |  <p><b>Communications and Reference Materials</b><br/><i>(pages 40-41)</i></p>                                |
|  <p><b>Pilot approach</b></p> <ul style="list-style-type: none"> <li>Develop detailed pilot <b>approach</b> and <b>workplan</b></li> <li>Design <b>pre-pilot</b> and <b>post-pilot surveys</b></li> <li>Design <b>pilot checkpoints</b></li> </ul>  |  <p><b>Pilot Implementation Approach</b><br/><i>(page 42)</i></p>   |





# 3. Pilot



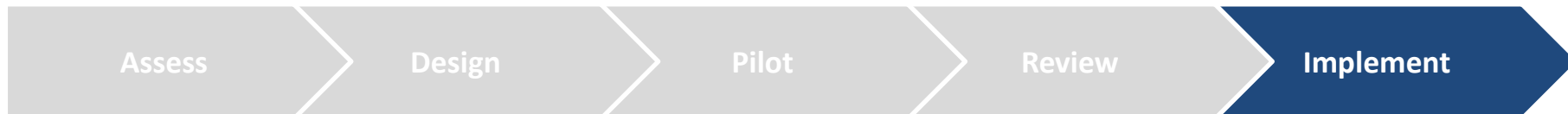
| Key Steps  | Job Aids   |
|--|--|
|  <p><b>Pilot briefing</b></p> <ul style="list-style-type: none"><li>▪ Brief pilot participants to align understanding</li></ul>                     | <p>N/A</p>   |
|  <p><b>Pre-pilot survey</b></p> <ul style="list-style-type: none"><li>▪ Conduct <b>pre-pilot survey</b> to obtain <b>baseline measure</b></li></ul> |  <p><b>Pre-Pilot Survey</b><br/><i>(pages 43-45)</i></p>    |
|  <p><b>Pilot checkpoint</b></p> <ul style="list-style-type: none"><li>▪ Conduct <b>regular checkpoints</b> during pilot</li></ul>                 |  <p><b>Pilot Checkpoint</b><br/><i>(page 46)</i></p>       |
|  <p><b>Post-pilot survey</b></p> <ul style="list-style-type: none"><li>▪ Conduct <b>post-pilot surveys</b> to <b>gauge impact</b></li></ul>       |  <p><b>Post-Pilot Survey</b><br/><i>(pages 47-53)</i></p> |





# 4. Review



| Key Steps  | Job Aids   |
|--|--|
|  <p><b>Review pilot</b></p> <ul style="list-style-type: none"><li>▪ Compare <b>pilot surveys</b> to identify outcomes</li><li>▪ Review and compare pilot outcomes to <b>business case</b></li></ul>                 | <p>N/A</p>   |
|  <p><b>Communicate success</b></p> <ul style="list-style-type: none"><li>▪ Provide <b>continuous updates</b> on results of pilot</li><li>▪ Share <b>success stories</b> from pilot to sustain momentum</li></ul>   | <p>N/A</p>   |
|  <p><b>Develop mitigation plans</b></p> <ul style="list-style-type: none"><li>▪ Identify <b>challenges</b> and develop <b>mitigation plans</b> to address</li><li>▪ Identify <b>key success factors</b></li></ul> |  <p><b>Issues and Mitigation Actions</b><br/><i>(pages 54-55)</i></p> |

# 5. Implement



| Key Steps   | Job Aids |
|---|----------|
|  <p><b>Determine feasibility of implementation</b></p> <ul style="list-style-type: none"> <li>Revise <b>business case</b> to reflect actual outcomes (if applicable)</li> <li><b>Present pilot outcomes</b> to obtain stakeholders' buy-in</li> </ul>                                  | N/A      |
|  <p><b>Develop implementation roadmap</b></p> <ul style="list-style-type: none"> <li>Identify <b>roles</b> to which arrangement will be made available</li> <li>Determine <b>timeline</b> and <b>key milestones</b></li> <li><b>Refine approach</b> based on lessons learnt</li> </ul> | N/A      |
|  <p><b>Refine employee value proposition</b></p> <ul style="list-style-type: none"> <li>Reflect arrangement as organisation's <b>employee value proposition</b></li> </ul>   | N/A      |
|  <p><b>Implement compressed work week</b></p> <ul style="list-style-type: none"> <li><b>Implement</b> for all identified roles and employees</li> </ul>  | N/A      |

## First steps to take in starting your journey



- Allow employees the **option to take one morning or afternoon off** every two weeks, making it up by **working additional hours throughout the week**
- Allow employees to **swap roster schedules** with peers (with approval from supervisor) **so that they can arrange for time off**
- **Any other steps?**



## 2.0 Focus Group





Discuss and provide input on the following:

- **Feasibility of implementation** in your organisation  
*(10 minutes)*
- **Potential barriers and challenges** of implementing flexi hours  
*(10 minutes)*
- **Types of support required** to overcome these challenges  
*(10 minutes)*
- **Summarise and present findings**  
*(15 minutes)*

*Note: You can use the Focus Group Discussion Guide in Page 33 of your Participant's Handbook to facilitate the discussion.*



**45 minutes**

## 3.0 Next Steps



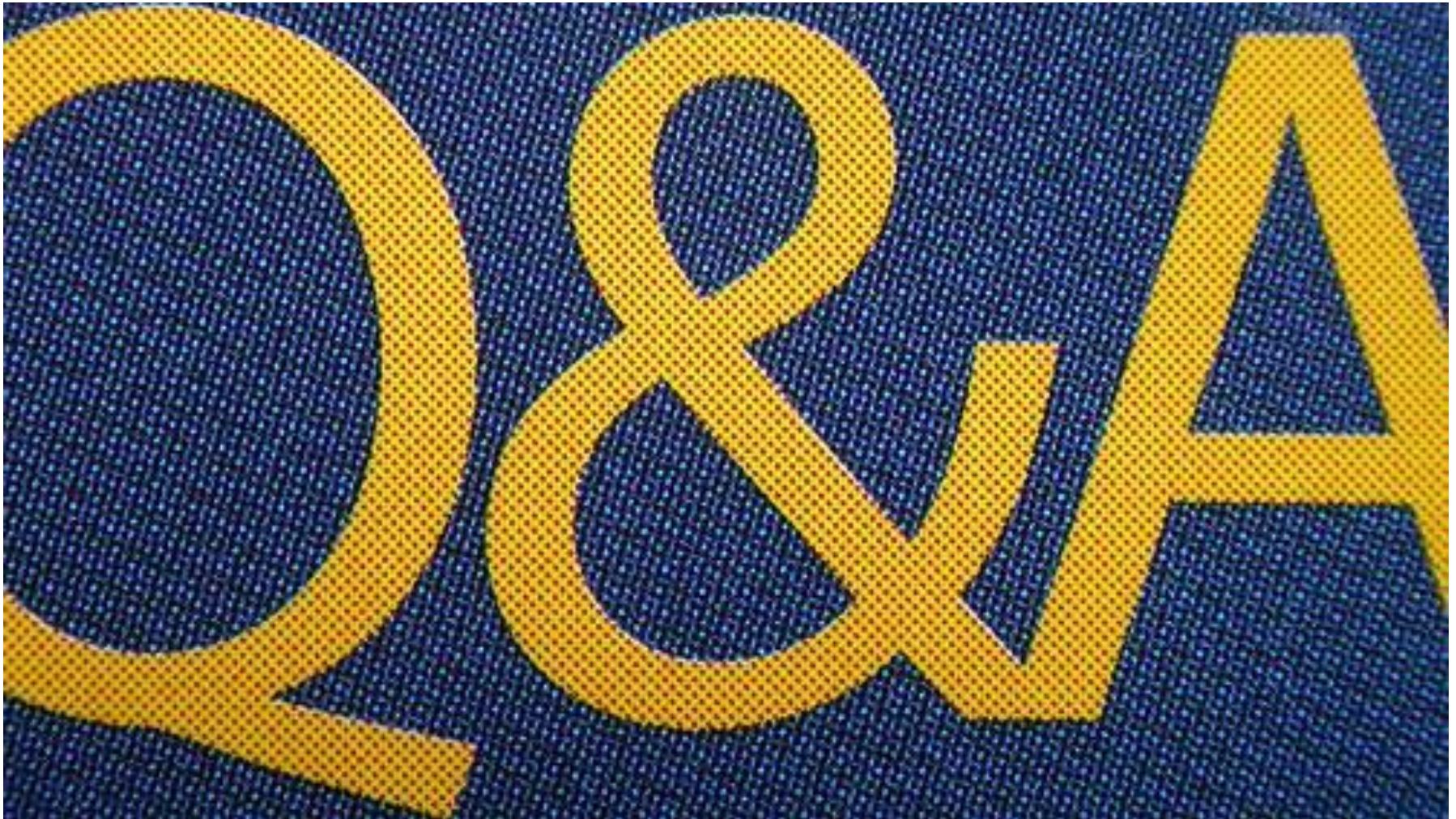
## Next steps to consider after today's session



- Start a **conversation** with your **management** on FWA in your organisation
- Explore the **quantitative benefits and costs** of FWA using the **business case** calculator  
*Tip: You can download the business case calculator from [flexWorkLife.my](http://flexWorkLife.my)*
- Start **planning for the implementation** of FWA using the **job aids** provided



Any questions?





Find the right FWA for your organisation on flexWorkLife.my!

**flexWorkLife.my**  
Finding Balance Together

Home Get that FlexiJob **Work-Life Practices** Return to Work Get Involved In the News Contact Us

**Definitions**  
Understand the different flexible work arrangements, family friendly facilities and work-life benefits that are available

**Implementation Guidelines**  
Access our end-to-end implementation resources

**Success Stories**  
Learn more about how companies have successfully executed work-life practices

**Diversity Advocates**  
Get to know our Diversity Advocates

**Work-life Practices**  
Leading employers' work-life practices

friendly facilities **FIND OUT MORE** **SHARE & LEARN NOW**

**FIND THAT JOB TODAY**

Find an employer that allows you to work from anywhere, anytime

**EXPLORE NOW >**



# Find a definition, an implementation guideline...

|   |  |   |   |
|---|--|---|---|
| <b>Definitions</b><br>Understand the different flexible work arrangements, family friendly facilities and work-life benefits that are available | <b>Implementation Guidelines</b><br>Access our end-to-end implementation resources | <b>Success Stories</b><br>Learn more about how companies have successfully executed work-life practices | <b>Diversity Advocates</b><br>Get to know our Diversity Advocates |
|---|--|---|---|

|   |  |   |   |
|---|--|---|---|
| <b>Definitions</b><br>Understand the different flexible work arrangements, family friendly facilities and work-life benefits that are available | <b>Implementation Guidelines</b><br>Access our end-to-end implementation resources | <b>Success Stories</b><br>Learn more about how companies have successfully executed work-life practices | <b>Diversity Advocates</b><br>Get to know our Diversity Advocates |
|---|--|---|---|

Home Get that FlexiJob **Work-Life Practices** Return to Work Get Involved In the News Contact Us

Overview  
Flexible Work  
Arrangements  
Family Friendly Facilities  
Work-Life Benefits

## Overview

Diversity management isn't just about attracting a wide talent pool. It is also a key factor in retaining talent by creating a flexible and supportive working environment. Core to the creation of a culture of mutual trust and respect is the development of a range of work-life benefits that supports your workforce in integrating career and family commitments.

Work-Life Practices is a repository of best practices, resources and toolkits to facilitate the adoption and implementation of work-life initiatives across organizations. The definitions page provides a brief description of these initiatives, categorized into three areas:

- > Flexible Work Arrangements

Home Get that FlexiJob **Work-Life Practices** Return to Work Get Involved In the News Contact Us

Overview  
Framework  
Research  
Business Case  
Implementation Guidelines  
Metrics & Governance

## Overview

In this next section, we provide end-to-end implementation guidelines in the area of work-life practices. These toolkits guide companies to execute diversity & inclusion initiatives within their organisation, leading to tangible results and gaining a competitive advantage.

**Framework**  
This section provides a structured and modular Diversity & Inclusion framework, linking key levers and maturity standards in leading a diverse and inclusive workplace.

**Research**  
This section provides useful research on specific areas within diversity management.

**Business Case**  
This section contains a business case toolkit to assist HR practitioners to perform a cost-benefit analysis of implementing any of the 23 work-life practices.

**Implementation Guidelines**  
This section provides guidance on the implementation of any of the 23 work-life practices, outlining policy guidelines and roles and responsibilities within the HR leaders, managers and employees.

**Metrics & Governance**  
This section emphasizes the roles of good corporate governance and provides examples of key performance measurements to drive the diversity agenda.

[f Like](#) 0
 [+1](#) 0
 [Twee](#) 0
 [in share](#)
[Submit](#)

# ...a success story, or a Diversity Advocate to help you in your journey!

## Definitions

Understand the different flexible work arrangements, family friendly facilities and work-life benefits that are available

## Implementation Guidelines

Access our end-to-end implementation resources

## Success Stories

Learn more about how companies have successfully executed work-life practices

## Diversity Advocates

Get to know our Diversity Advocates

## Definitions

Understand the different flexible work arrangements, family friendly facilities and work-life benefits that are available

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Overview  
1MDB  
Accenture  
Agilent Technologies  
Attorney General's  
Chambers  
Citibank  
Dell  
GE  
IBM  
Intel  
Maybank  
MIMOS  
PwC  
Securities Commission  
SiTerra  
Standard Chartered Bank  
Sunway Group  
Telekom Malaysia

## Success Stories


flexWorkLife.my - Best Practices



This video shows the possibility of how employers and talents are able to optimise work-life integration, while maximising work efficiency and enhancing employee engagement.


**School Holidays Work Arrangement (An initiative of flexXChallenge)**  
1MDB

1MDB's People Strategy is built around 3 key principles: sense of purpose, belonging and achievement. Thus the management has made a commitment to support initiatives that meets these principles. As part of the flexXChallenge run by TalentCorp, 1MDB identified the School Holidays Work Arrangement as a quick win initiative. The programme targeted a specific group of employees to pioneer the implementation. Read more on the outcome of 1MDB's quick win initiative.



**Empowering Women: Women's Programmes & Initiatives**  
ACCENTURE


Accenture strives to build an environment and culture that empowers women to define their personal approach to success.




Home Get that FlexiJob Work-Life Practices Return to Work Get Involved In the News Contact Us

Overview


Chua Chai Ping  
Dr. Florance Sinniah  
Jenny Ooi  
Nadiah Tan Abdullah  
Pun Tian Pouw (TP)  
Shankar Nagalingam  
Sugunah Verumandy  
Suriahni Abdul Hamid  
Vimalaswari Ramasamy




**Chua Chai Ping**  
Country Human Resources Lead, Accenture Malaysia




**Dr. Florance Sinniah**  
Human Resources Director, AMD Malaysia




**Jenny Ooi**  
Senior Human Resources Director, Agilent Technologies




**Nadiah Tan Abdullah**  
People Director, AirAsia X




**Pun Tian Pouw (TP)**  
Principal, Korn/Ferry International




**Shankar Nagalingam**  
Human Resources Director, South Asia and ANZ, Dell



**Sugunah Verumandy**  
Human Resources Director of GE Malaysia & Brunei



**Suriahni Abdul Hamid**  
Director of Group Human Resources, GEP, Singapore



**Vimalaswari Ramasamy**  
HR Shared Services Centre Director, Intel Malaysia

The background of the slide is a close-up of red theater curtains. The curtains are draped in a classic, scalloped pattern at the top, with vertical folds and ties-backs on either side. The lighting is dramatic, with the top of the curtains appearing brighter and the center of the stage area being in deep shadow.

Head back to the main hall for  
**CLOSING AND NEXT STEPS**

Thank You

