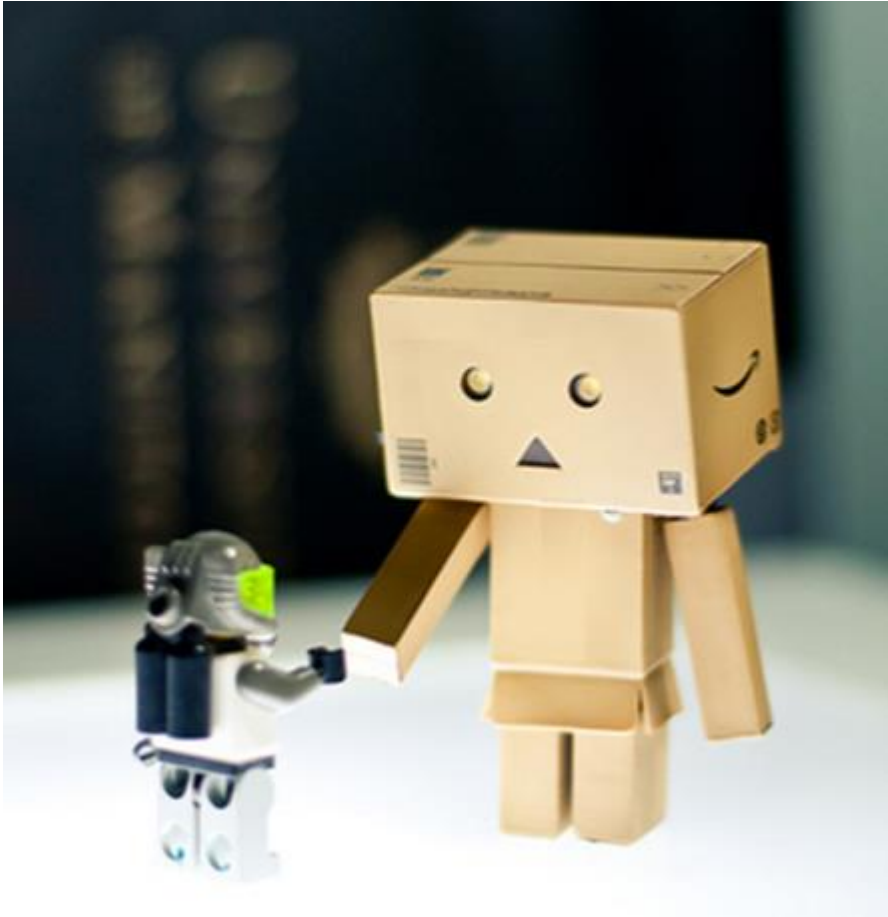




FLEXIBLE WORK ARRANGEMENTS BREAKOUTS – FLEXI HOURS

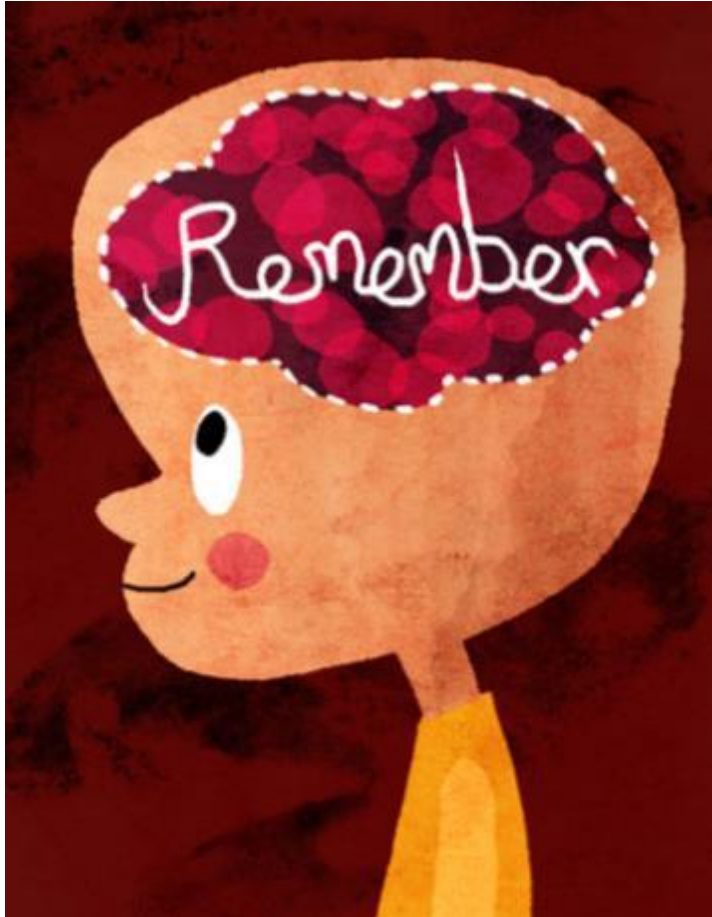
Welcome!



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 flexi hours
-
- 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

Objectives of today's session



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

1.0 Flexible Work Arrangement – Flexi Hours



What is flexi hours?



Definition

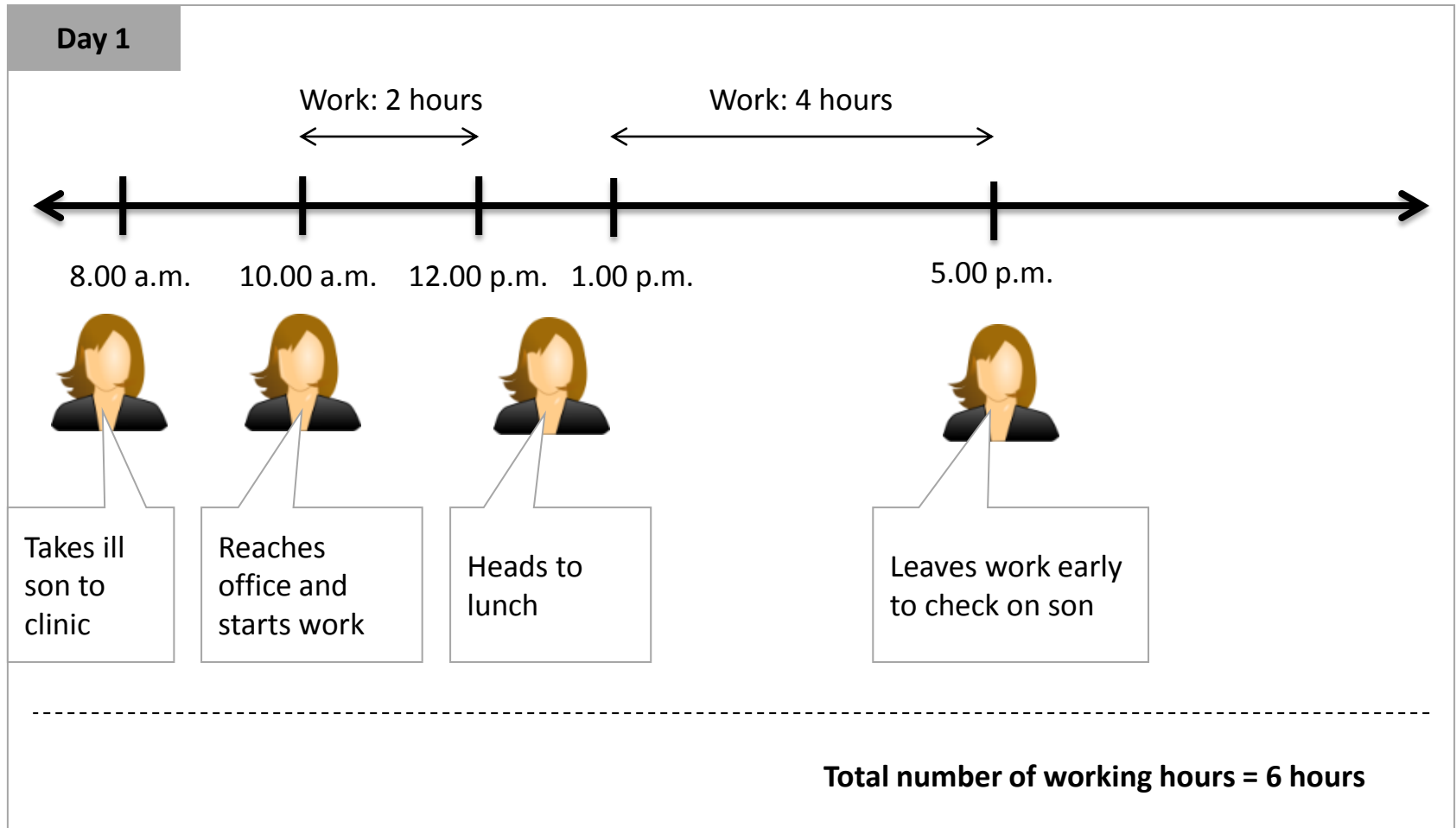
Flexibility to **adjust their daily working hours** as long as the specified set number of hours within a week is fulfilled. Employees can work **at any time of the day** and need **not work a constant set number of hours** per day.

Example

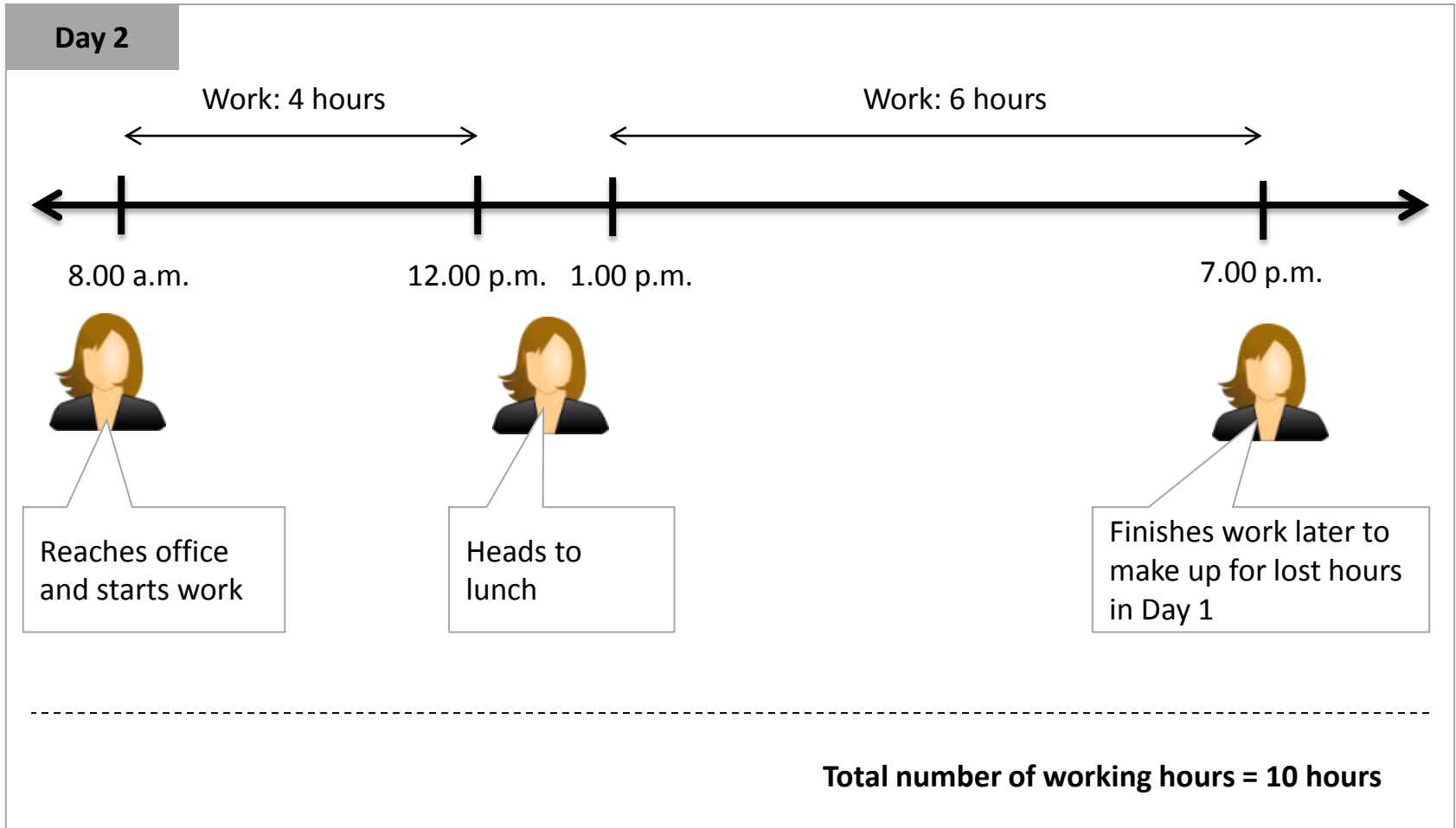
Workweek for Employee A:

Monday	10.00 am – 4.00 pm	6 hours
Tuesday	9.00 am – 8.00 pm	11 hours
Wednesday	10.30 am – 5.30 pm	7 hours
Thursday	9.30 am – 8.30 pm	11 hours
Friday	10.00 am – 8.00 pm	10 hours
Total		45 hours

Example flexi hours scenario



Example flexi hours scenario



How does flexi hours work?

How do I...?



Coordinate flexi hour **schedules**?



Ensure **work continues**?



Manage **performance**?



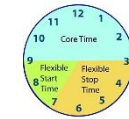
Track **number of hours**?



Ensure **no abuse** of arrangement?



You should...



Establish **core hours** where it is compulsory for flexible workers to be in the office



Provide **avenues for virtual collaboration** to ensure continuity of work beyond core hours



Set **clear KPIs** and measure **performance by output**, not presence in the office



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



Pilot with top talents and set **clear disciplinary actions** for cases of abuse

Who is flexi hours for?

Flexi hours arrangement is for employees on the following type of roles...



Require **interaction** with people in **different time zones**



Minimal need to be at the **office** at a specific time



Typically **long hours** of operations

Benefits of flexi hours



Flexi hours positively impacts employees...



Increased flexibility to attend to personal matters



Increased efficiency



Greater personal engagement and satisfaction



Reduced anxiety and stress



...and translates into business results



Reduced average down time



Increased employee productivity

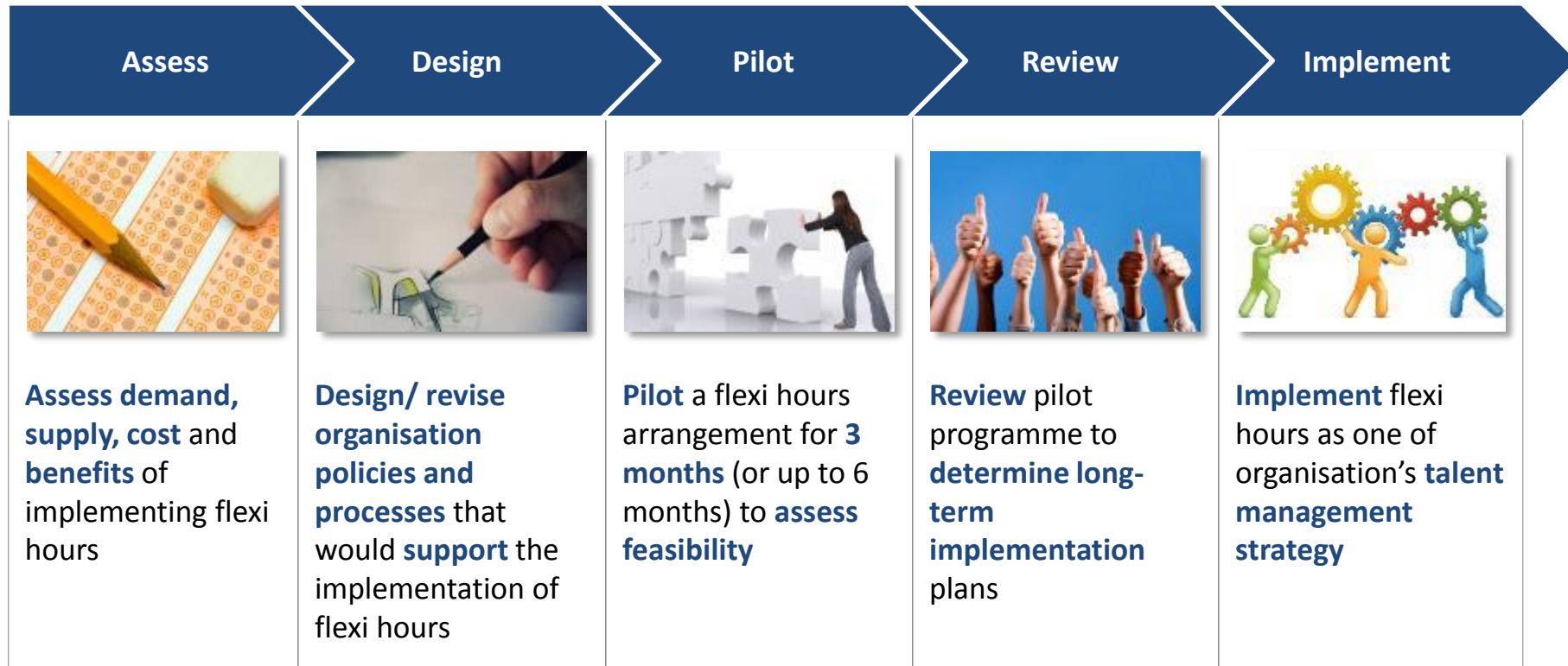


Increased attraction and retention of talent

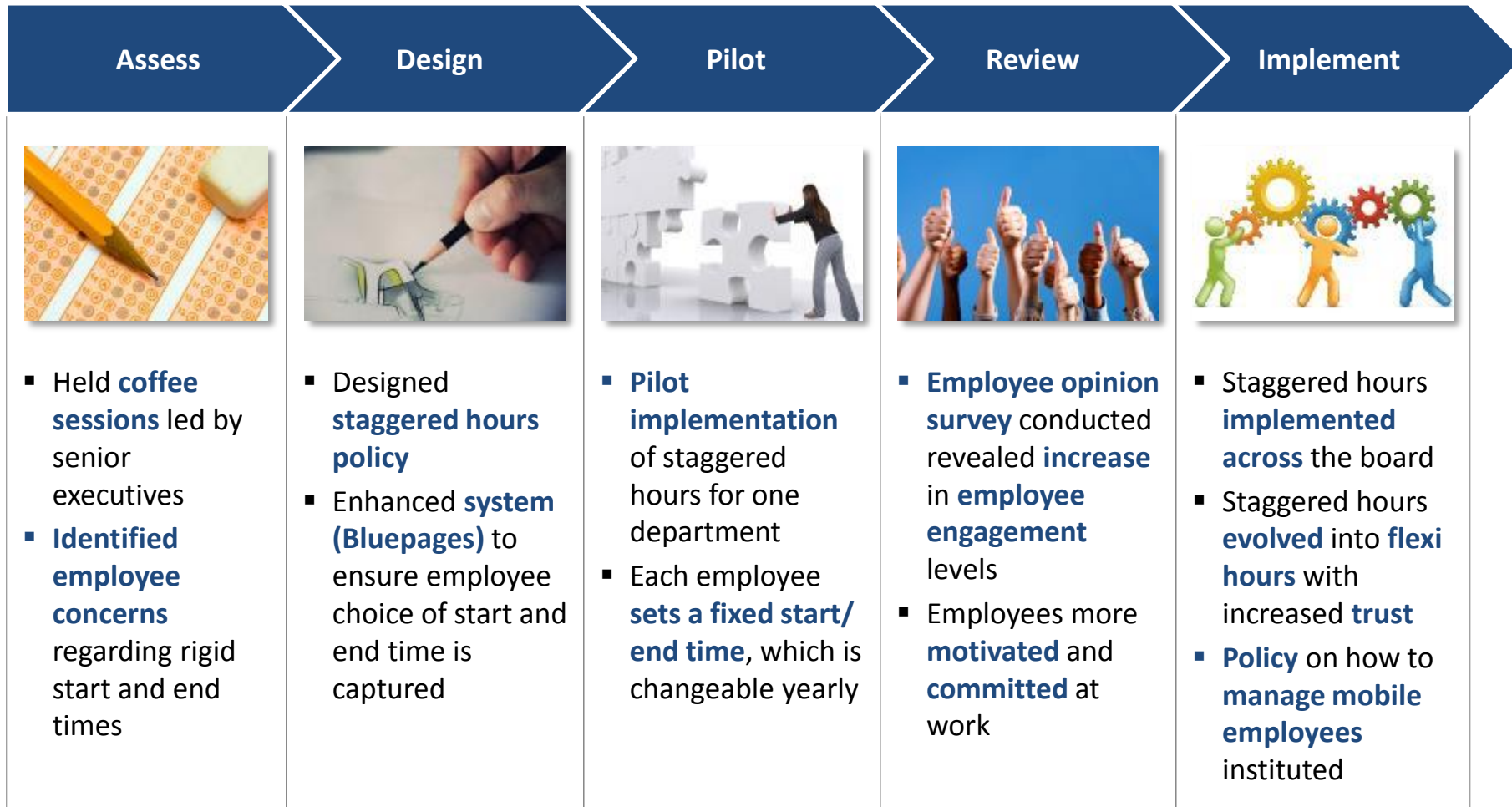


Extended hours of operations

How can I implement flexi hours in my organisation?



Case example: IBM Malaysia – from staggered hours to flexi hours



Which other organisations have implemented flexi hours?

Organisations with flexi hours arrangement



Agilent Technologies

Employees may request to have **flexibility on start and finish times** with manager's approval. This helps them to **manage both work commitments and personal lives**.



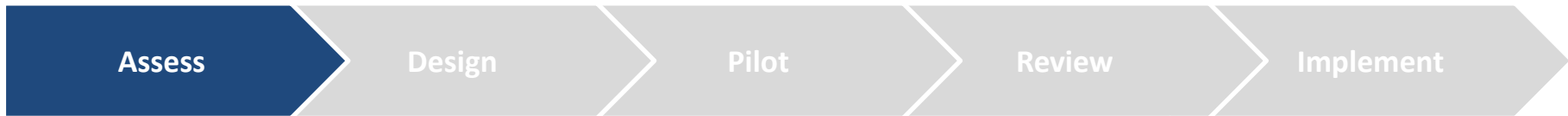
Flexi time was introduced in response to the shifting needs of Encorp's employees. Results from internal surveys showed a dramatically **increased level of engagement**.




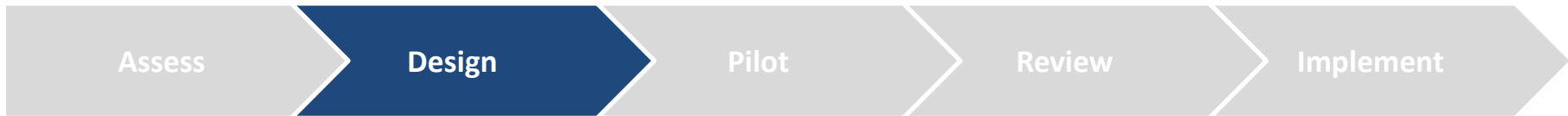
IBMers given **flexibility to determine start and end of working hours** and are **measured based on productivity levels**, not quantity of time taken in completing tasks.







To learn more about other organisations which have implemented flexi hours or other FWAs, visit

1. Assess










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



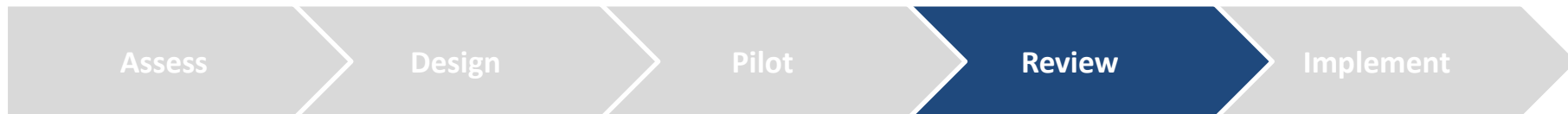
Key Steps	Job Aids
 <p>Policies and expectation guidelines</p> <ul style="list-style-type: none"> ▪ Design policies and expectations guidelines ▪ Revise organisation policies to accommodate arrangement ▪ Establish clear application and approval process 	 <p>Policies and Expectations Guidelines & Work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





3. Pilot



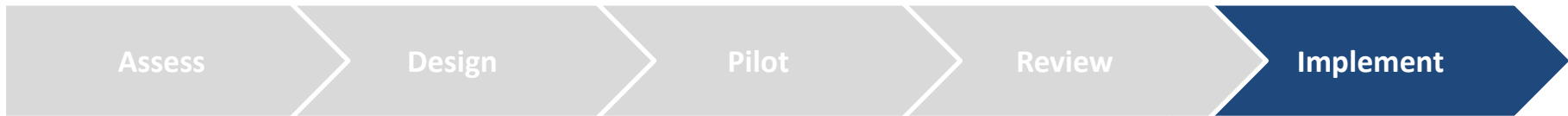
Key Steps	Job Aids
 <p>Pilot briefing</p> <ul style="list-style-type: none">▪ Brief pilot participants to align understanding	<p>N/A</p>
 <p>Pre-pilot survey</p> <ul style="list-style-type: none">▪ Conduct pre-pilot survey to obtain baseline measure	 <p>Pre-Pilot Survey <i>(pages 43-44)</i></p>
 <p>Pilot checkpoint</p> <ul style="list-style-type: none">▪ Conduct regular checkpoints during pilot	 <p>Pilot Checkpoint <i>(page 45)</i></p>
 <p>Post-pilot survey</p> <ul style="list-style-type: none">▪ Conduct post-pilot surveys to gauge impact	 <p>Post-Pilot Survey <i>(pages 46-50)</i></p>





4. Review



Key Steps	Job Aids
 <p>Review pilot</p> <ul style="list-style-type: none"> ▪ Compare pilot surveys to identify outcomes ▪ Review and compare pilot outcomes to business case 	<p>N/A</p>
 <p>Communicate success</p> <ul style="list-style-type: none"> ▪ Provide continuous updates on results of pilot ▪ Share success stories from pilot to sustain momentum 	<p>N/A</p>
 <p>Develop mitigation plans</p> <ul style="list-style-type: none"> ▪ Identify challenges and develop mitigation plans to address ▪ Identify key success factors 	 <p>Issues and Mitigation Actions (page 51)</p>

5. Implement



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

First steps to take in starting your journey



- Start **introducing different time blocks** for your employees to come in (e.g. at 8.00 am., 8.30a.m. and 9.00a.m.)
- Allow your employees to **start later for work** if they spent the **night before chasing a deadline**
- Exercise **Trust instead of Track** – trust employees to **manage their time** instead of **tracking if they are physically in office**
- **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

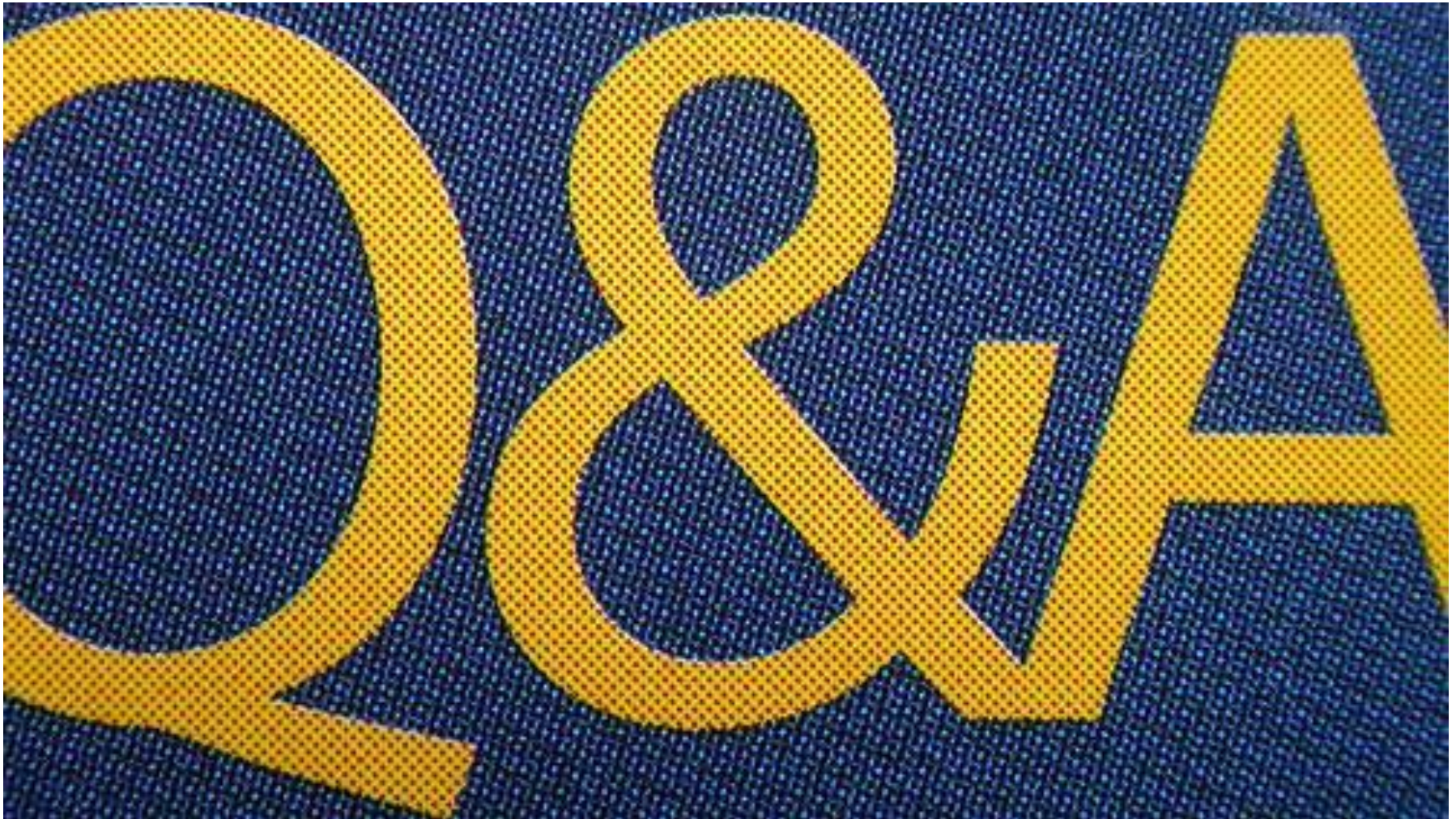


Next steps to consider after today's session



- 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
- Start **planning for the implementation** of FWA using the **job aids** provided

Any questions?



Log on to flexWorkLife.my for more information

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...

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
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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
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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
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...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

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Overview

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

Success Stories



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.



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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, Epsilon 360



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

