



# **FLEXIBLE WORK ARRANGEMENT (FWA)**

**Mei-lynn Chan**

**Group Organizational Development**

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1. Maybank Overview
2. FWA Objectives
3. FWA Scope
4. FWA General Guidelines
5. Monitoring and tracking

**Key objective of today is to provide Maybank's perspective on why and how we implemented the Flexible Work Arrangement Policy**

**55**  
*Years  
Of Growth*

Total Assets

**RM560 BILLION**

Profit After Tax & Minority Interest (PATAMI)

**RM6.72 BILLION**

Human Capital

**47,000 MAYBANKERS**

**WORLDWIDE**

Global Network

**2,200 OFFICES**

**IN 20 COUNTRIES**

Customers

**> 30 MILLION CUSTOMERS**

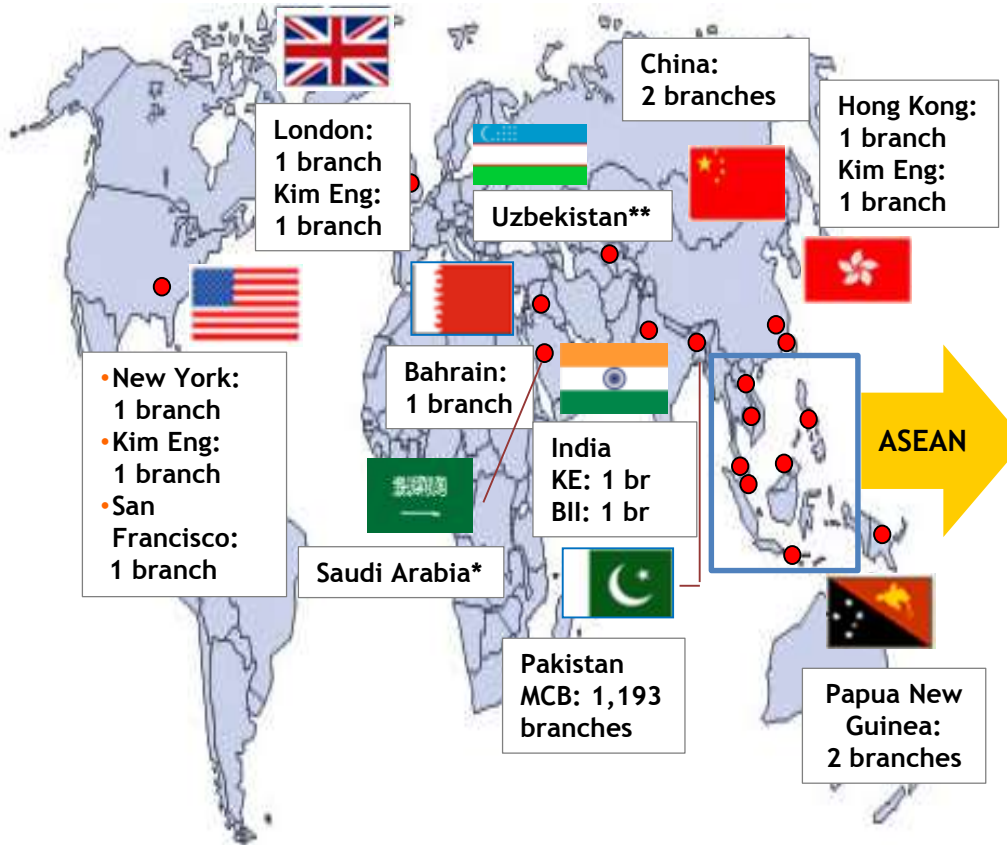
Public Ownership

**> 58,000 SHAREHOLDERS**

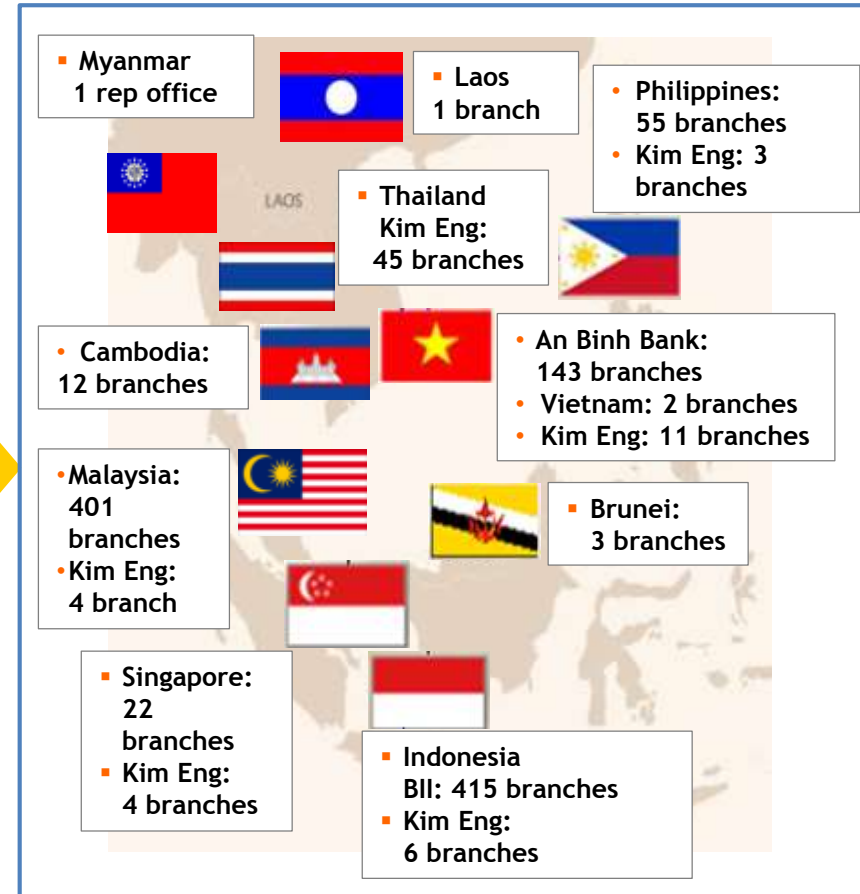
**> 11.3 MILLION UNITHOLDERS**

# Maybank is a Multinational Bank with Presence in 20 Countries

## Worldwide Presence 20 countries



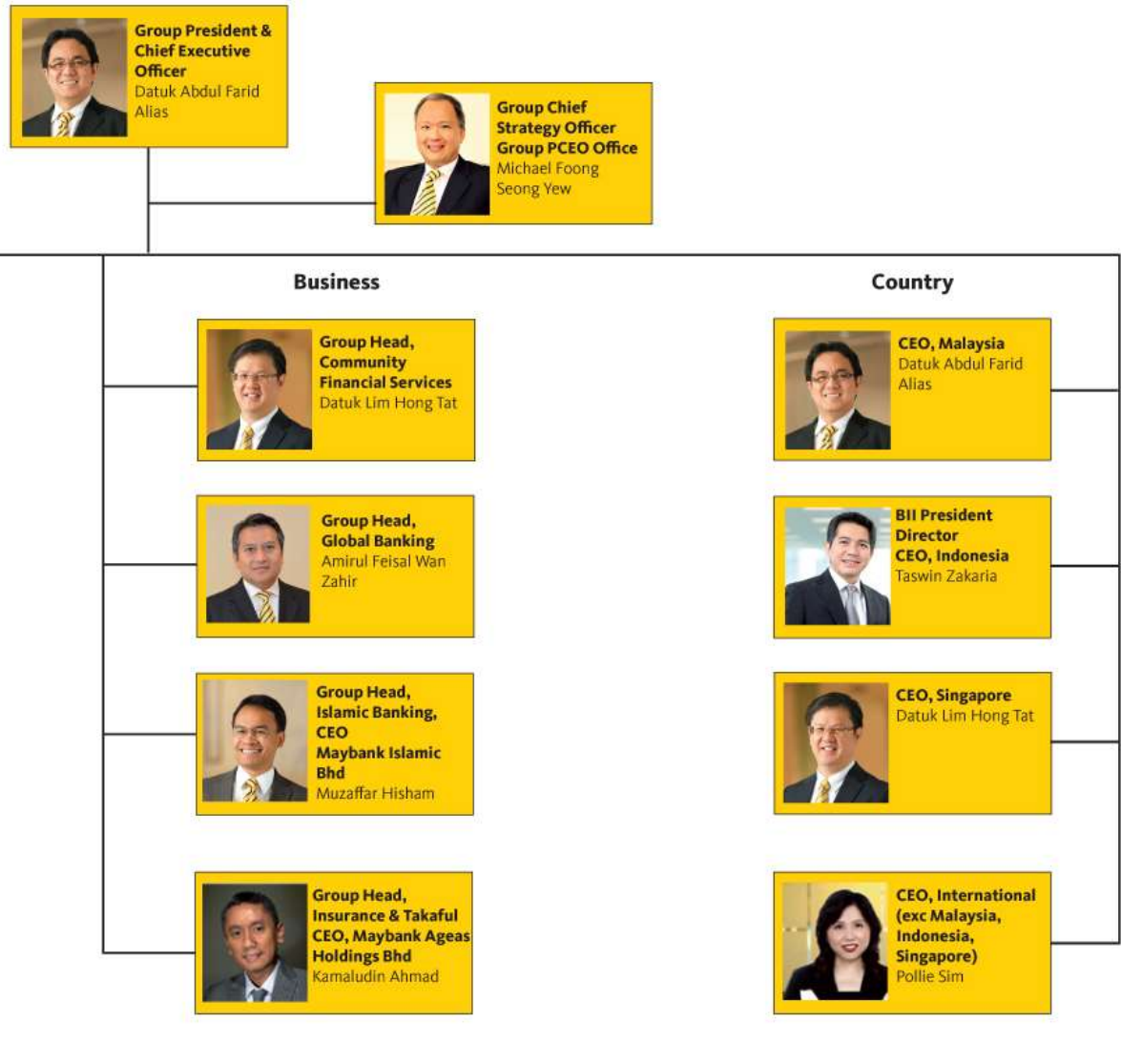
## In 10 ASEAN countries



\* 1 office via Anfaal Capital

\*\* 1 office via 35% owned Uzbek Leasing International

# Maybank Group EXCO



- The Bank is committed to helping employees to achieve work life balance whilst producing world-class outputs and quality of work.
- FWA objectives:
  - To be an employer of choice
  - To enhance our reputation in the marketplace
  - To increase employees' productivity
  - To retain talent
  - To create harmonious work environment that is responsive to the changing professional and personal needs of today's workforce.
  - To ensure consistency in practice among the stakeholders across the Maybank's Group.
  - To act as reference when in doubt.



Scope	Details
<b>1. Fixed Flexible Schedule (Staggered Hours)</b>	The employee's weekly pattern remains consistent, but is other than the department's standard schedule.
<b>2. Flextime</b>	Flextime refers to practices where employees may individualize their start and end times of each work day/week but continue to maintain the number of required hours or total effort in a given week.
<b>3. Telecommuting or Flexible Work Location</b>	Telecommuting refers to the practice of fulfilling a portion of the employee's work/job responsibilities at an alternative work site on a regular basis, e.g. work from home or from alternative work location.
<b>4. Reduced Hours/Converting to Part-Time Employment</b>	<p>An employee may request to reduce the number of hours he/she works or convert to part-time employment on a temporary or permanent basis. Any request needs to be balanced with the operational requirements, the needs and impact on other employees in the function.</p> <p>Reducing hours worked may affect salary and benefit levels, inclusive of annual leave, sick leave and medical provisions.</p>

- Who's responsibility and accountability?
- Principles for decision making to allow FWA request
  - Validity of request
  - The Job
  - Staff's performance, reliability and trustworthiness
- Governance to ensure none or minimal abuse
- Monitoring of FWA users
  - centralized or decentralized?
  - Who to manage at BAU level?



Our current way of working is still the norm. The FWA is an exception and will be allowed by application and approved on merit.

Must continue to support organization's goals, including cost effectiveness and customer service.

Employee's nature of work and performance history must support the request for the arrangement.

Equipments, systems, materials etc. must be enabled for FWA.

Eligibility: Applicable to all Executives and above, who are permanently employed, with a minimum of 2 years of service.

Requests supported by Business Human Capital will be approved by the Line Manager, Head of Function/ EXCO Head.

Minimum FWA period is 6 months and to be reviewed annually.

FWA once approved shall go through a trial period of 3 months.

Effective date once approved is on the 1<sup>st</sup> day of the following month.

Backdating of FWA effective date is strictly not allowed.

All individuals must be prepared to return to pre-flexibility arrangements if the situation requires.

- ✓ **Respond** to each request in a timely manner and keep the employee informed.
- ✓ Consider FWA request based on its own merits and give **equal consideration**.
- ✓ Keep focused on **the organizational benefits** such as to reduce absenteeism, turnover, increased productivity and commitment.
- ✓ **Engages the employee** for initial discussion of FWA request.
- ✓ **Engages Business Human Capital (if acceptable)** for detailed discussion.
- ✓ If **unacceptable**, be **supportive**, clarify with the employee and suggest other alternatives (if practical).
- ✓ **Follow up** with Business Human Capital on the proposed FWA package and terms & conditions.

✓ Perform random checks to ensure FWA is working effectively and terms conditions are complied with to mitigate abuse.

✓ Meet regularly with the employee to review the success of the arrangement, especially within the initial trial period.

✓ Support employee's career progression (who is working flexibly) to ensure he/she has equal access to training and other benefits.



**BENEFITS**



# Guidelines For Working From Home/ Other Location(s)

- Employee's must be able to call in for meetings and come to the office when necessary.
- Employee's must be accessible or contactable at all times, either via phone or e-mail.
- Employee's must have access to a computer and appropriate connectivity via internet and phone. No reimbursement will be given from the Bank.
- Security and confidentiality must comply with Maybank's security policies at all times, and must be maintained by the employee.



- The following events (not exhaustive) are examples when FWA termination would be applicable:
  - ✓ Business needs are no longer being met.
  - ✓ Job or job requirements change.
  - ✓ Employee transfer to other sectors, departments or sections.
  - ✓ Performance rating falls below acceptable level.
  - ✓ Current coverage or staffing needs change.
  - ✓ An unexpected staff shortage develops.
  - ✓ Valid negative client or co-worker feedback is received.
- It must comprise an **effective date and reasons**.
- When employees **transfer** to other jobs/sector/department/section, existing flexible work arrangement is deemed **terminated**.
- The **termination date** should be **concurrent** with **the effective date of transfer**.
- For FWA termination, at least **30 days notice in advance and discussion with the employee is required**.



**Thank you.**