



***Policy Implementation Guideline:
Compressed Work Week***

ELIGIBILITY GUIDELINES

The following are eligibility considerations that need to be taken into account prior to the implementation of compressed work week.

A compressed work week arrangement is not appropriate for all positions, or in all settings. The objective of this guideline is to assist the organisation with identifying the candidate most suitable for compressed work week based on the job functions and individual characteristics as listed below:

Key Area	Description
Job function	Job functions with the following criteria can be considered for a compressed work week arrangement: <ol style="list-style-type: none">1. Support or transactional functions where tasks are scheduled on a repetitive and consistent basis2. Shift work arrangements (e.g. nursing, call center, retail, etc.)
Employee	Candidates with one or more of the following characteristics can be considered for compressed work week arrangement: <ol style="list-style-type: none">1. Passed the probationary period as specified in the employment agreement2. Good past performance appraisals demonstrating the ability to meet job expectations3. Able to work independently without constant supervision from his/her supervisor4. Strong self-discipline and good time management skills

POLICIES AND EXPECTATION GUIDELINES

I. Compressed Work Week Policies

The table below outlines policies that the organisation needs to consider when implementing compressed work week. The policies can be amended according to organisation needs.

Policy	Description
General	<ul style="list-style-type: none"> • Existing organisation policies and guidelines must still be obliged by employees working under the compressed work week arrangement • Compressed work week arrangements can be suspended or terminated if: <ul style="list-style-type: none"> ○ it does not comply with business needs ○ it affects the employee's work performance or health
Definition	<ul style="list-style-type: none"> • 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
Application and approval	<ul style="list-style-type: none"> • Employees can apply for the arrangement using the Compressed Work Week Arrangement Proposal Form (refer to Appendix 1) • The application of the compressed work week arrangement must be submitted and approved by the Director General of Labour • The process for approval of the compressed work week application is outlined in the Compressed Work Week Arrangement Application and Approval Process (refer to Appendix 2) • If compressed work week application is approved, the employee and the employer shall determine the type of compressed work week schedule and the approved off day. • All proposal forms will be processed and stored away for future reviews as and when there is a need to amend or terminate the compressed work week arrangement (refer to Appendix 3 for Compressed Work Week Arrangement Proposal Storage System)
Work hours arrangement	<ul style="list-style-type: none"> • Employers should ensure that compressed work week employees: <ul style="list-style-type: none"> ○ work within the limit of 48 hours per week ○ are given a minimum break of 30 minutes for every 5 consecutive hours of work • The following types of compressed work week arrangements are outlined in the Work Hours Arrangement Plan: <ul style="list-style-type: none"> ○ 4/40 schedule ○ 9/80 schedule ○ 12-hour shift schedule under a 3-week cycle ○ 5-4/9 schedule • Clear work hours arrangement policies need to be established to facilitate effective collaboration between compressed work week employees, non-compressed work week employees and supervisors. Organisations can introduce: <ol style="list-style-type: none"> 1. A formal method of logging hours worked (e.g. Clockwise

Policy	Description
	<p>software, Excel timesheet, punch cards, etc.), subjected to the approval of employee's immediate supervisor</p> <ol style="list-style-type: none"> 2. Core working days where it is compulsory for compressed work week employees to be in the office 3. Time-related policies to address issues such as overtime and holidays and to avoid any confusion and issues concerning work scheduling (refer to Work Hours Arrangement Plan)
Compensation and benefits	<ul style="list-style-type: none"> • Compressed work week employees' salary, compensation and benefits do not differ from standard full-time employees • Employers are not allowed to discriminate against compressed work week employees by means of disallowing increment, benefits, bonuses and other forms of professional partiality
Performance management	<ul style="list-style-type: none"> • Employers should set clear KPIs and objectives that can be delivered in a compressed manner by compressed work week employees • Employers are not allowed to discriminate against compressed work week employees by means of disallowing them career advancement, bonuses and other forms of professional partiality

II. Expectations

The following are key expectations of supervisors and compressed work week employees in a compressed work week arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> • Ensure employee compliance to compressed work week policies and arrangement • Ensure adequate staff coverage of the department at all times and business service remains fully functioning • Periodically assess feasibility of compressed work week arrangement • Address challenges and issues highlighted by compressed work week employees • Practice non-discriminatory policy when it comes to performance assessment of compressed work week employees
Employees	<ul style="list-style-type: none"> • Adhere to scheduled working hours and ensure that the logging of working hours are accurate • Flexible to work outside of their normal working schedules when business need arises • Remain accountable for delivering deliverables of quality

WORK HOURS ARRANGEMENT PLAN

This guideline outlines the time policies that could potentially be implemented in your organisation to facilitate efficient work hours arrangement for compressed work week employees, non-compressed work week employees and supervisors.

I. Types of Compressed Work Week Arrangements

The types of compressed work week arrangements and definitions are broken down in detail in the table below. The organisation should consider the type of arrangement offered to employees based on its feasibility and business need.

Compressed Work Week	Definition																																
4/40 Schedule	<ul style="list-style-type: none"> Employees work four 10-hour days and have the 5th day off <table border="1"> <thead> <tr> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> </tr> </thead> <tbody> <tr> <td>10 hours</td> <td>10 hours</td> <td>10 hours</td> <td>10 hours</td> <td>Off</td> </tr> </tbody> </table>	Mon	Tue	Wed	Thu	Fri	10 hours	10 hours	10 hours	10 hours	Off																						
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9/80 Schedule	<ul style="list-style-type: none"> Employees work a total of 80 hours in nine days In most typical cases, employees work eight 9-hour and one 8-hour days The 10th day is usually taken as off day <table border="1"> <thead> <tr> <th>Week</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> </tr> <tr> <td>2</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>8 hours</td> <td>Off</td> </tr> </tbody> </table>	Week	Mon	Tue	Wed	Thu	Fri	1	9 hours	9 hours	9 hours	9 hours	9 hours	2	9 hours	9 hours	9 hours	8 hours	Off														
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12-hour shift schedule under a 3-week cycle	<ul style="list-style-type: none"> Employees work 48 hours on week 1, 36 hours on week 2, and 48 hours on week 3 This is often adopted by organisations that require : <ul style="list-style-type: none"> employees to work on shift arrangements employees to work on weekends <table border="1"> <thead> <tr> <th>Week</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> <th>Sun</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>12 hours</td> <td>12 hours</td> <td>12 hours</td> <td>Off</td> <td>Off</td> <td>Off</td> <td>12 hours</td> </tr> <tr> <td>2</td> <td>12 hours</td> <td>12 hours</td> <td>12 hours</td> <td>Off</td> <td>Off</td> <td>Off</td> <td>Off</td> </tr> <tr> <td>3</td> <td>12 hours</td> <td>12 hours</td> <td>12 hours</td> <td>Off</td> <td>Off</td> <td>Off</td> <td>12 hours</td> </tr> </tbody> </table>	Week	Mon	Tue	Wed	Thu	Fri	Sat	Sun	1	12 hours	12 hours	12 hours	Off	Off	Off	12 hours	2	12 hours	12 hours	12 hours	Off	Off	Off	Off	3	12 hours	12 hours	12 hours	Off	Off	Off	12 hours
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5-4/9 Schedule	<ul style="list-style-type: none"> Employees work a week of five 9-hour days followed by a week of four 9-hour days allowing employees a day off every other week. <table border="1"> <thead> <tr> <th>Week</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> </tr> <tr> <td>2</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>9 hours</td> <td>Off</td> </tr> </tbody> </table>	Week	Mon	Tue	Wed	Thu	Fri	1	9 hours	9 hours	9 hours	9 hours	9 hours	2	9 hours	9 hours	9 hours	9 hours	Off														
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II. Work Hours Arrangement System

The work hours arrangement system and definitions are broken down in detail in the table below. **It is essential that these concepts are incorporated into the policies and guidelines** to ensure the effectiveness of the compressed work week arrangement.

Time Policy	Definition	Organisation Action
Core working days	<ul style="list-style-type: none"> Days where it is compulsory for compressed work week employees to be in the office For example, employees are free to pick their off days. However, they are required to be at the office every Tuesday and Thursday 	<ul style="list-style-type: none"> Identify periods in a week when employees are most needed in the workplace Establish core working days Adjust core working days according to organisation daily needs
Debit/ Credit hours	<ul style="list-style-type: none"> <u>Debit hours</u> – Number of hours worked within an accounting period that is less than the contracted hours <u>Credit hours</u> – Number of hours worked within an accounting period that is more than the contracted hours 	<ul style="list-style-type: none"> Establish maximum amount of debit/ credit hours allowed to be accumulated and carried forward at the end of the accounting period Outline that credit hours should only be accrued when there is a genuine need for tasks to be completed at work
Accounting period	<ul style="list-style-type: none"> Period where the actual attendance hours are compared with the contracted hours stated in the employment contract Accounting periods are established in order to quantify and manage the flexi hour employees' debit and credit hours An example of an accounting period: January – March April – June July – September October – December 	<ul style="list-style-type: none"> Establish the organisation accounting periods based on organisation needs Identify how debit and credit hours are tracked and calculated at the end of the accounting period Outline that if a compressed work week employee still has pending debit hours at the end of the accounting period, it will be resulted in either a decrease in payroll or annual leave days Outline that if a compressed work week employee still has pending credit hours at the end of the accounting period, it will be compensated by an increase in annual leave days
Contracted hours	<ul style="list-style-type: none"> Number of hours that employees are required to work during an accounting period An example of contracted hours would be: An employee required to work 40 hours per week for every accounting period of 3 months (12 weeks) 	<ul style="list-style-type: none"> Establish minimum number of hours that employees are required to work per week Calculate and highlight contracted hours in the policy and guidelines

	40 hours x 12 weeks = 480 hours within the accounting period	
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III. Time-Related Policies

The organisation should also consider amending certain existing time-related policies which will impact compressed work week employees in particular. Some policies that will need to be redesigned are outlined in the table below:

Policy	Amendment
Contract of service	<ul style="list-style-type: none"> Contracted hours of service from the usual eight hours per day to the revised compressed work week schedules
Annual payroll	<ul style="list-style-type: none"> Annual payroll for a compressed work week employee does not change. Annual payroll will be deducted should the compressed work week employee accumulate debit hours.
Annual/ contracted hours worked	<ul style="list-style-type: none"> The organisation should consider shifting the compressed work week employees' payroll measurement system from annual accumulated days' worked to annual accumulated hours worked (annual accumulated contracted hours)
Holidays occurring on an employee's scheduled workday	<ul style="list-style-type: none"> Should a paid holiday of 8 hours fall on an employee's scheduled workday of 8 hours, the employee may elect at the approval of his/ her supervisor to: <ul style="list-style-type: none"> observe the holiday or; adhere to working schedule and be compensated as per the requirements of the employment act Should a paid holiday of 8 hours fall on an employee's scheduled workday of more than 8 hours, the employee may elect at the approval of his/ her supervisor to: <ul style="list-style-type: none"> work the time in excess of the 8 hours on the day of the paid holiday or; use vacation or accumulated credit hours to compensate for the time in excess of the 8 hours or; work additional hours on the other days of the workweek
Holidays occurring on an employee's scheduled off day	<ul style="list-style-type: none"> Should a paid holiday of 8 hours fall on an employee's scheduled day off, the employee can be: <ul style="list-style-type: none"> given the option to take 8 hours off on an alternate day of the workweek or; compensated as per the requirements of the employment act
Overtime	<ul style="list-style-type: none"> Employees under the compressed work week arrangement will be awarded overtime wages if they work longer than their contracted working hours per workweek, subjected to the approval of the supervisor
Vacation and sick leave	<ul style="list-style-type: none"> For full day absences as a result of vacation or illness taken during the compressed work week arrangement, employees will be charged the number of hours that the employee was normally scheduled to work on the specified day (e.g. 10 hours on the 4/40 schedule) For partial day absences as a result of vacation or illness taken during the compressed work week arrangement, employees will be charged the number of hours that the employee is absent

COMMUNICATIONS AND REFERENCE MATERIALS

I. Communications

The following communications need to be delivered to the corresponding recipients at the established milestones throughout pilot implementation. The table below outlines the communication details:

Recipient	Milestone #1: one month before pilot project	Milestone #2: two weeks before pilot project	Milestone #3: one week before pilot project	Milestone #4: one day before pilot project
Compressed work week employees	<ul style="list-style-type: none"> Compressed work week implementation objectives Application and approval process 	<ul style="list-style-type: none"> Compressed work week Policies Compressed work week Expectations 	<ul style="list-style-type: none"> Pilot Project Timeline Date of Pilot Briefing 	<ul style="list-style-type: none"> Pilot Briefing Materials
Non-compressed work week employees	<ul style="list-style-type: none"> Compressed work week implementation objectives 		<ul style="list-style-type: none"> Pilot project start date 	
Supervisor	<ul style="list-style-type: none"> Compressed work week implementation objectives Application and approval process 	<ul style="list-style-type: none"> Compressed work week Policies Compressed work week Expectations 	<ul style="list-style-type: none"> Pilot project timeline 	<ul style="list-style-type: none"> Pilot briefing materials

The design of each communication should be brief, easy to read, effectively summarising the necessary contents. Communications sent out after pilot initiation is outlined in **Pilot Checkpoint**.

II. Reference Materials

Reference materials required for provision of comprehensive information on compressed work week are outlined below, with all materials to be developed and owned by the HR department.

Reference Material	Objective	Target Audience
Compressed work week briefing	<p>Provide compressed work week employees and supervisors with a comprehensive understanding on how the compressed work week arrangement will impact their daily roles:</p> <ol style="list-style-type: none"> Compressed work week policies on: <ul style="list-style-type: none"> Work hours arrangement Performance management Compensation and benefits Health and safety Expectations in a compressed work week 	Supervisor and compressed work week employees

	arrangement	
Work hours arrangement support guide	A manual which contains these aids: <ol style="list-style-type: none">1. Definitions of terms used in a compressed work week arrangement2. A how-to guide for using work hours arrangement software or other preferred time logging methods3. IT support contact details, to facilitate use of work hours arrangement software4. FAQs on compressed work week5. Action plans should compressed work week employees and supervisors come across work hours arrangement issues	Compressed work week employees

PILOT IMPLEMENTATION APPROACH

The following is the pilot implementation approach which organisations can consider prior to the long-term implementation of compressed work week as an organisation policy.

Phase	PRE-PILOT		PILOT												POST-PILOT	
	Month 0		Month 1				Month 2				Month 3				Month 4	
	W1	W2	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
Key Activities	<ul style="list-style-type: none"> Design pilot implementation approach and workplan Design pre and post-pilot surveys to gauge impact of compressed work week Design pilot checkpoints to periodically evaluate pilot 		<ul style="list-style-type: none"> Conduct pilot briefing to brief all parties impacted by the compressed work week arrangement Conduct pre-pilot survey to obtain a baseline measure of the impact of compressed work week Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors 				<ul style="list-style-type: none"> Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors 				<ul style="list-style-type: none"> Conduct regular checkpoints to evaluate progress of pilot, identify challenges and compile success factors Conduct post-pilot surveys to gauge the impact of compressed work week 				<ul style="list-style-type: none"> Review and compare pilot outcome against initial goals and objectives Communicate success to employees to sustain momentum Develop mitigation plans to address challenges faced 	
Responsible Parties	<ul style="list-style-type: none"> HR/ FWA team 		<ul style="list-style-type: none"> HR/ FWA team Supervisors 				<ul style="list-style-type: none"> Supervisors 				<ul style="list-style-type: none"> Supervisors 				<ul style="list-style-type: none"> HR/ FWA team 	
Deliverables	<ul style="list-style-type: none"> Pilot approach Pilot workplan Pre and post-pilot surveys questions Pilot checkpoints 		<ul style="list-style-type: none"> Pilot briefing Pre-pilot surveys Pilot checkpoint reports 				<ul style="list-style-type: none"> Pilot checkpoint reports 				<ul style="list-style-type: none"> Pilot checkpoint reports Post-pilot surveys 				<ul style="list-style-type: none"> Pilot completion report Pilot success stories Mitigation plans 	

PRE-PILOT SURVEY

Pre-Pilot Survey

The pre-pilot survey's objective is to obtain a baseline measure in gauging the expectation of employees and employers on compressed work week in these key areas:

1. Cost savings
2. Productivity levels
3. Work flexibility
4. Engagement levels
5. Team collaboration
6. Employee supervision
7. Customer service

The pre-pilot survey should be conducted within the first 3 days of the pilot project.

COMPRESSED WORK WEEK PRE-PILOT SURVEY ORGANISATION X

Employee Copy

Thank you for participating in the compressed work week arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. On average, I spend RM_____ a week commuting to and from work (cost per week inclusive of petrol, toll charges, parking fees, public transportation fees, and other forms of travel spending).
2. On average, I spend a total of _____ hours a week commuting to and from work.
3. I believe compressed work week will help me to be **more productive** at my work.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
4. I believe compressed work week will offer me the **flexibility** that I need to integrate work and life.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
5. My supervisor and I are **aligned on the KPIs** I need to deliver on a compressed work week arrangement.
 Strongly disagree
 Disagree

-
- Agree
 Strongly agree
6. I believe compressed work week will increase my **engagement** levels at work.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
7. I believe compressed work week will not affect my ability to retain a **collaborative culture** with my team.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
-

Supervisor Copy

Thank you for participating in the compressed work week arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. I believe compressed work week will help my employees to be **more productive** at their work.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
2. I believe compressed work week has the potential to benefit my employees, giving them the **flexibility** to integrate work and life.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
3. I believe compressed work week will increase the **engagement** levels of my employees.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
4. I believe supervising compressed work week employees will still be as **manageable** as supervising other employees.
 Strongly disagree
 Disagree
 Agree
 Strongly agree

5. I believe compressed work week employees can **better meet client needs** due to extension of operation hours.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

PILOT CHECKPOINT

The pilot checkpoint is an avenue for the organisation to:

- Evaluate the progress of the pilot
- Identify and address any challenges faced by employees and supervisors in the course of the pilot
- Compile success factors from employees on the compressed work week schedule

The table below outlines the tentative checkpoint timeline and a list of suggested questions to be used at each checkpoint. The checkpoint can either be done through email or verbally.

The questions can be modified according to organisation needs.

Checkpoint Timeline	Suggested Questions
#1: first week of pilot	<ul style="list-style-type: none"> • What challenges have you experienced which affect your ability to use compressed work week? (tick all that apply) <ul style="list-style-type: none"> <input type="checkbox"/> Staff coverage issues <input type="checkbox"/> Communication issues <input type="checkbox"/> Inefficient work hours arrangement system <input type="checkbox"/> None <input type="checkbox"/> Other: _____ • Have you experienced any major challenges as a result of compressed work week? • How have you or your supervisor addressed these challenges? • What additional resources or infrastructure do you require to help you use compressed work week efficiently?
#2: second week of pilot	<ul style="list-style-type: none"> • Have the resources or infrastructures provided to you been sufficient in addressing the challenges you faced under the compressed work week arrangement? If no, state what additional resources you would require • Have you experienced any other challenges affecting your ability to use compressed work week since checkpoint #1? • Have you experienced any other challenges as a result of compressed work week since checkpoint #1? • How have you or your supervisor addressed these challenges?
#3: end of first month of pilot	<ul style="list-style-type: none"> • Have you experienced any other challenges affecting your ability to use compressed work week since checkpoint #2? • Have you experienced any other challenges as a result of compressed work week since checkpoint #2? • How have you or your supervisor addressed these challenges?
#4: end of second month of pilot	<ul style="list-style-type: none"> • Have you experienced any other challenges affecting your ability to use compressed work week since checkpoint #3? • Have you experienced any other challenges as a result of compressed work week since checkpoint #3? • How have you or your supervisor addressed these challenges? • Do you see an improvement in your work-life balance with compressed work week?

POST-PILOT SURVEY

The post-pilot survey objective is to gauge the impact of compressed work week on employees and employers in these key areas:

1. Cost savings
2. Productivity levels
3. Work flexibility
4. Employee performance
5. Employee engagement
6. Team collaboration
7. Employee health
8. Employee supervision
9. Customer service
10. Organisation support

The post-pilot survey should be conducted within 3 days after the end of the pilot project.

COMPRESSED WORK WEEK POST-PILOT SURVEY ORGANISATION X

Employee Copy

Thank you for participating in the compressed work week working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. Compressed work week has helped **reduced costs** of traveling.
 Yes (If so, how much money) RM_____ per week
 No
2. Compressed work week has helped **reduced time** spent on traveling.
 Yes (If so, how much time) _____ (hour/ week)
 No
3. Compressed work week has positively impacted my **productivity** at work.
 Strongly Disagree
 Disagree
 Agree
 Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week **negatively impacted your productivity** at work.

4. Compressed work week has offered me the **flexibility** I need to integrate work and life.
 Strongly disagree
 Disagree

- Agree
- Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate how compressed work week was **unsuccessful in providing you with the flexibility to integrate work and life.**

5. The **KPIs** set at the beginning of the compressed work week arrangement were realistic and achievable given my new working arrangement.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways were the **KPIs unrealistic and unachievable.**

6. Compressed work week has increased my **engagement** levels at work.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week **negatively impacted your engagement levels at work.**

7. Compressed work week has not adversely affected my ability to **collaborate** with my team.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week **adversely affected your ability to collaborate with your team.**

8. My organisation management and supervisor were **strongly supportive** of the compressed work week arrangement, making effort to ensure that the arrangement works effectively.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what **additional management support would you require** in order for compressed work week to work effectively.

9. I believe the compressed work week arrangement has not adversely affected my **performance evaluation**.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think compressed work week has **adversely affected your performance evaluation**.

10. Working longer hours did not significantly affect my **health**.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week **negatively affected your health**.

11. My organisation management and supervisor were **strongly supportive** of the compressed work week arrangement, making effort to ensure that the arrangement works effectively.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what **additional management support would you require** in order for compressed work week to work effectively.

12. I would **recommend** compressed work week to other employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

13. Has compressed work week benefitted you in any other way?

14. What were the biggest challenges faced in compressed work week, if any?

15. Additional thoughts or comments:

Supervisor Copy

Thank you for participating in the compressed work week working arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. Compressed work week has positively impacted my employees' **productivity** at work.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered "Strongly Disagree" or "Disagree" to the question above, please indicate in what ways do you think compressed work week has **negatively impacted your employees' productivity at work**.

2. Compressed work week has benefitted my employees, giving them the **flexibility** to integrate work and life.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think compressed work week has **unsuccessfully offered your employees with the flexibility to integrate work and life.**

3. Compressed work week has increased my employees’ **engagement** levels at work.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways do you think compressed work week has **negatively impacted your employees’ engagement levels at work.**

4. My task of **supervising** compressed work week employees was manageable.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week made your **task of supervising less manageable.**

5. It was easy to keep track of my employees’ performance against the **KPIs** set at the beginning of the compressed work week arrangement.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate in what ways have compressed work week made it **difficult to keep track of your employees’ performance**.

6. Compressed work week has enabled employees to **better meet client needs** due to extended hours of operations.

- Strongly disagree
- Disagree
- Agree
- Strongly agree

If you answered “Strongly Disagree” or “Disagree” to the question above, please indicate how compressed work week was **unsuccessful in helping compressed work week employees to better meet client needs**.

7. I would **recommend** compressed work week as an alternative working arrangement for eligible employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

8. Has compressed work week benefitted your team in any other way?

9. What were the biggest challenges faced in the compressed work week arrangement, if any?

10. Additional thoughts or comments:



ISSUES AND MITIGATION ACTIONS

In implementing compressed work week, organisations should take into consideration the following list of issues that could potentially be a barrier to effective implementation.

Category	Issue	Mitigation Action
Organisational	Management resistance	<ul style="list-style-type: none"> • Develop business case analysis to justify value and return of compressed work week • Develop communication and reference materials to create awareness and educate stakeholders on compressed work week and its benefits • Pilot compressed work week arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Operational	Reduced productivity levels	<ul style="list-style-type: none"> • Provide sufficient break times to minimise fatigue • Establish clear KPIs to ensure measurable performance outputs that can be achieved independent of choice of day off • Effective delegation of tasks that are suitable for a compressed work week arrangement • Ensure supervisors are adequately trained to manage employees who may be working with different working schedules
	Non-compliance or abuse of compressed work week policies	<ul style="list-style-type: none"> • Communicate clearly and obtain consent on terms and agreements of compressed work week from compressed work week employees • Enforce disciplinary action if policies are breached
	Insufficient staff coverage and lack of supervision	<ul style="list-style-type: none"> • Ensure frequent communication between employee and supervisor to establish work schedules and agree on days off • Ensure backup coverage when an employee is off duty • Communicate compressed work week schedules through emails or out-of-office notifications to ensure impacted employees and clients are aware
	Inconsistent knowledge and understanding of work hours arrangement system	<ul style="list-style-type: none"> • Develop efficient time-logging methods • Communicate clear work hours arrangement policies and guidelines to supervisors and employees
Health and safety	Employee fatigue	<ul style="list-style-type: none"> • Ensure employees are given regular breaks in between working hours • Delegate tasks that utilises a varied range of skills to avoid work becoming monotonous • Provide healthcare benefits • Conduct screenings for chronic health risks to

Category	Issue	Mitigation Action
		identify employees unfit for working long hours
	Higher on-the-job injury rates	<ul style="list-style-type: none"> • Redistribute workload by scheduling heavy or demanding work when employees are most alert • Incorporate human factors into process, machinery and equipment designs • Provide training and counselling services to promote adaptation to extended hours and shift work
Social	Exclusion from organisation events	<ul style="list-style-type: none"> • Ensure frequent communication and inclusion of compressed work week employees in the organisation's social events • Conduct department meetings and business discussions during established days where all employees are required to be in the office
	Non-compressed work week employees' dissatisfaction	<ul style="list-style-type: none"> • Ensure clear employee value proposition is available for employees who are not eligible for compressed work week due to the nature of their jobs

APPENDIX 1 – COMPRESSED WORK WEEK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying compressed work week work arrangement.

To be filled by the employee:

Employee Name : _____
 Job Title : _____
 Employee ID : _____
 Employee Email : _____
 Department : _____
 Supervisor's Name : _____
 Supervisor's Email : _____
 Proposed Start Date : _____

Please fill out the following section with your proposed compressed work week schedule (as applicable).

Kindly note that:

- weekly contracted hours of 40 hours may be spread over no less than a 4-day period/ 9-day period with the office bandwidth being from 7.00a.m. to 8.00p.m. Occasional adjustments may be necessary to meet operational needs.
- all employees are required to be in the office on Tuesday and Thursday. Other than that, employees are free to pick their off days, subjected to the approval of their supervisor.
- it is the employees' responsibility to find individuals to cover their duties during off day. Employees who agree to cover for another individual must obtain approval from their supervisor.

Week 1	Start Time	End Time	Hours Worked
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Week 2	Start Time	End Time	Hours Worked
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Total Hours			

Please indicate the type of compressed work week arrangement you are applying for.

- 4/10 Schedule
- 9/80 Schedule
- 12-hour shift schedule under a 3-week cycle
- 5-4/9 Schedule

What is/ are the reason(s) for you choosing the compressed work week arrangement?

To be filled by the supervisor:

Compressed work week arrangement for _____ is

- Approved
- Rejected

If approved, the employee will be able to start their compressed work week arrangement at the proposed date of _____.

If rejected, state the reasoning as to why the employee is not eligible for the compressed work week arrangement:

I understand that the approval of compressed work week arrangement does not amend my employment contract.

I understand that the compressed work week arrangement is subjected to the discretion of my supervisor and head of department and may be suspended and terminated depending on business needs.

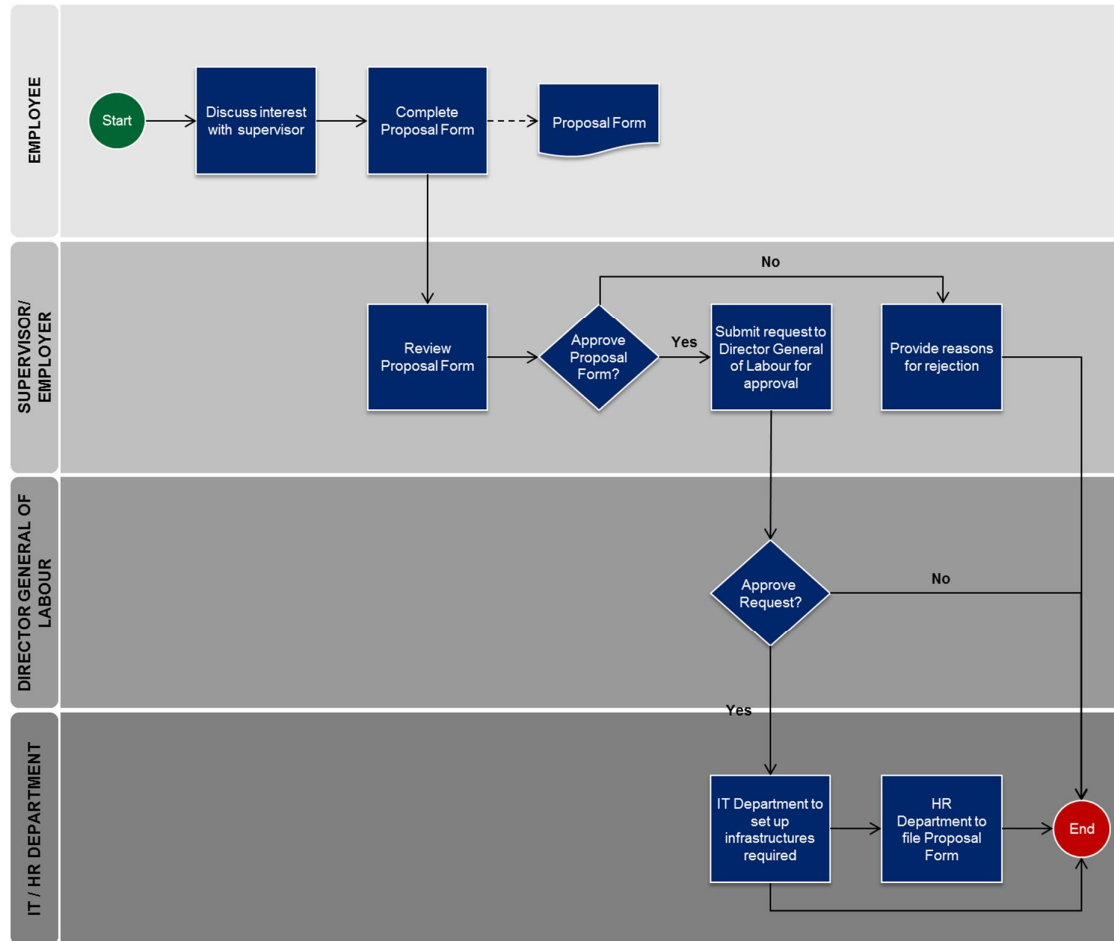
Employee Signature : _____

Supervisor Signature : _____

Document Date : _____

APPENDIX 2 – COMPRESSED WORK WEEK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a compressed work week arrangement in the organisation.



APPENDIX 3 – COMPRESSED WORK WEEK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the compressed work week Arrangement Proposal Form, depending on the resources available in each organisation.

- a) Storage of online forms in an online repository
 1. Integrate HR webpage dedicated to the compressed work week arrangement application procedures
 2. Completion of Compressed Work Week Arrangement Proposal Form by employees online
 3. Approval or rejection of Compressed Work Week Arrangement Proposal form by employers online
 4. Storage of processed Compressed Work Week Arrangement Proposal Forms in the back-end repository for future views

- b) Storage of manual forms in a document filing system
 1. Completion of Compressed Work Week Arrangement Proposal Form by employees in hardcopy
 2. Approval or rejection of Compressed Work Week Arrangement Proposal form by employers in hardcopy
 3. Storage of processed Compressed Work Week Arrangement Proposal Forms in document filing system

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