



***Policy Implementation Guideline:
Flexi Hours***

ELIGIBILITY GUIDELINES

The following are eligibility considerations that need to be taken into account prior to the implementation of flexi hours.

The objective of this guideline is to assist the organisation with identifying the candidates most suitable for flexi hours based on their job functions and individual characteristics:

Key Area	Description
Job function	Job functions with the following criteria can be considered for a flexi hours arrangement: <ol style="list-style-type: none">1. Require interaction with people in different time zones2. Minimal need to be at the office at a specific time3. Typically long hours of operations

POLICIES AND EXPECTATIONS GUIDELINES

I. Flexi Hours Policies

The table below outlines policies that the organisation needs to consider when implementing flexi hours. 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 flexi hours employees Flexi hours arrangement can be suspended or terminated if: <ul style="list-style-type: none"> it does not comply with business needs it affects the employees' work performance or health
Definition	<ul style="list-style-type: none"> 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
Application and approval	<ul style="list-style-type: none"> Employees can apply for the arrangement using the <u>Flexi Hours Work Arrangement Proposal Form</u> (refer to Appendix 1) The process for approval of the flexi hours application is outlined in the <u>Flexi Hours Arrangement Application and Approval Process</u> (refer to Appendix 2) All proposal forms will be processed and stored away for future reviews as and when there is a need to amend or terminate the flexi hours arrangement (refer to Appendix 3 for <u>Flexi Hours Work Arrangement Proposal Storage System</u>)
Work hours arrangement	<ul style="list-style-type: none"> Employers should ensure that flexi hours 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 Clear work hours arrangement policies need to be established to facilitate effective collaboration between flexi hours employees, non-flexi hours employees and supervisors. Organisations can introduce: <ol style="list-style-type: none"> A formal method of logging hours (e.g. Clockwise software, Excel timesheet, punch cards, etc.), subjected to the approval of employee's immediate supervisor Core hour bands where it is compulsory for flexi hours employees to be in the office Time-related policies to address issues such as overtime and annual payroll measurement and to avoid any confusion and issues concerning work scheduling (refer to <u>Work Hours Arrangement Plan</u>)
Compensation and benefits	<ul style="list-style-type: none"> Flexi hours employees' salary, compensation, increment and benefits do not differ from standard full-time employees Employers are not allowed to discriminate against flexi hours 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 for flexi hours employees measured by output instead of physical presence in home

Policy	Description
	office <ul style="list-style-type: none"> • Employers are not allowed to discriminate against flexi hours employees by means of disallowing them career advancement, bonuses and other forms of professional partiality

II. Flexi Hours Expectations

The following are key expectations of supervisors and employees in a flexi hours arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> • Ensure employee compliance to flexi hours policies and arrangement • Monitor the amount of credit and debit hours of flexi hours employees to assist with managing working patterns • Give prior notice to flexi hours employees should the need for them to be in the office outside core hour bands arise • Periodically assess feasibility of flexi hours arrangement • Provide support in addressing challenges and issues faced by flexi hours employees
Flexi hours employees	<ul style="list-style-type: none"> • Adhere to scheduled working hours and ensure that logging of working hours are accurate • Remain accountable for delivering deliverables of quality • Remain flexible in making themselves available for work duties outside of core hour band if required

WORK HOURS ARRANGEMENT PLAN

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

I. Work Hours System

The work hours arrangement system, definitions and organisation actions 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 flexi hours working arrangement.

Work Hours Policy	Definition	Organisation Action
Bandwidth	<ul style="list-style-type: none"> • Earliest and latest time a flexi hours employee is permitted to work on a weekday • A typical bandwidth is from 7.00a.m. to 8.00p.m 	<ul style="list-style-type: none"> • Determine earliest time that a flexi hours employee is permitted to enter workplace • Determine latest time that a flexi hours employee is permitted to leave workplace
Core hour bands	<ul style="list-style-type: none"> • Hours where it is compulsory for flexi hours employees to be in the office • Core hour bands are established in order to ensure sufficient staff coverage during peak periods on a business day, facilitate department meetings, and other operational matters • An example of core hour bands would be: 10.00a.m. – 12.00p.m. and 2.00p.m. – 4.00p.m. 	<ul style="list-style-type: none"> • Establish core hour bands where employees are most needed in the workplace • Adjust core hour bands according to organisation needs
Flexi hour bands	<ul style="list-style-type: none"> • Hours outside of core hour bands but within bandwidth • An example of flexi hour bands would be (given that above core hours and bandwidth are established): 7.00a.m. – 10.00a.m. and 12.00p.m. – 2.00p.m. and 4.00p.m – 8.00p.m. 	<ul style="list-style-type: none"> • Establish flexi hour bands where employees have autonomy to choose working schedule • Adjust flexi hour bands according to organisation 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 that are 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

Work Hours Policy	Definition	Organisation Action
Accounting period	<ul style="list-style-type: none"> • Period where actual attendance hours are compared with contracted hours stated in the employment contract • Accounting periods are established in order to quantify and manage flexi hours 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 organisation accounting periods based on organisation needs • Identify how debit and credit hours are tracked and calculated at the end of each accounting period • Outline that if a flexi hours 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 flexi hours employee still has pending credit hours at the end of the accounting period, it will be compensated by an increase in annual leave days (flexi leave)
Contracted hours	<ul style="list-style-type: none"> • Number of hours that should be worked during an accounting period • An example of contracted hours: An employee required to work 40 hours per week for every accounting period of 3 months (12 weeks) 40 hours x 12 weeks = 480 hours within the accounting period 	<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

II. Work Hours-Related Policies

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

Policy	Amendment
Overtime	<ul style="list-style-type: none">• Payment of overtime should only be made in exceptional circumstances where the flexi hours employee is required to work outside the bandwidth hours in order to meet anticipated operational requirements• Additional hours worked in excess of the contracted hours will be absorbed into the credit hours policy and paid out in leave days or wages in the next accounting period• Overtime wages are subjected to the approval of their supervisors
Annual payroll	<ul style="list-style-type: none">• Annual payroll for a flexi hours employee does not change• Annual payroll will be deducted should the flexi hours employee accumulate debit hours
Annual/ contracted hours worked	<ul style="list-style-type: none">• Organisations can consider shifting flexi hours employees' payroll measurement system from annual accumulated days' worked to annual accumulated hours worked (annual accumulated contracted hours)

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
Flexi hours employee	<ul style="list-style-type: none"> Flexi hours implementation objectives Application and approval process 	<ul style="list-style-type: none"> Flexi hours policies Flexi hours expectations 	<ul style="list-style-type: none"> Pilot project timeline Date of pilot briefing 	<ul style="list-style-type: none"> Pilot briefing materials
Non-flexi hours employee	<ul style="list-style-type: none"> Flexi hours implementation objectives 		<ul style="list-style-type: none"> Pilot project start date 	
Supervisor	<ul style="list-style-type: none"> Flexi hours implementation objectives Application and approval process 	<ul style="list-style-type: none"> Flexi hours policies Flexi hours 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 flexi hours are outlined below, with all materials to be developed and owned by the HR department.

Reference Material	Objective	Target Audience
Flexi hours briefing	Provide flexi hours employees and supervisors with a comprehensive understanding on how the flexi hours arrangement will impact their daily roles: <ol style="list-style-type: none"> Flexi hours policies on: <ul style="list-style-type: none"> Compensation and benefits Performance management Work hours arrangement Health and safety Overtime Annual payroll Expectations in a flexi hours arrangement 	Supervisor and flexi hours employees
Work hours arrangement	A manual which contains: <ol style="list-style-type: none"> Definitions of terms used in flexi hours 	Flexi hours employees

support guide	working arrangements 2. A how-to guide for using work hours arrangement software or other preferred time logging methods 3. IT support contact details, to facilitate use of work hours arrangement software 4. FAQs on flexi hours 5. Action plans should flexi hours employees and supervisors come across work hours arrangement issues	
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PILOT IMPLEMENTATION APPROACH

The following is the pilot implementation approach which organisations can consider prior to the long-term implementation of flexi hours 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 flexi hours Design pilot checkpoints to periodically evaluate pilot 		<ul style="list-style-type: none"> Conduct pilot briefing to brief all parties impacted by the flexi hours arrangement Conduct pre-pilot survey to obtain a baseline measure of the impact of flexi hours 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 flexi hours 				<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

The pre-pilot survey's objective is to obtain a baseline measure in gauging the impact of flexi hours on employees and employers in these key areas:

1. Productivity levels
2. Work flexibility
3. Employee engagement
4. Employee performance
5. Employee supervision

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

FLEXI HOURS PRE-PILOT SURVEY ORGANISATION X

Employee Copy

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

1. I believe flexi hours will help me to be **more productive** at my work.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
 2. I believe flexi hours will offer me the **flexibility** that I need to integrate work and life.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
 3. My supervisor and I are **aligned on the KPIs** I need to deliver on a flexi hours arrangement.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
 4. I believe flexi hours will increase my **engagement** levels at work.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
-

Supervisor Copy

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

1. I believe flexi hours will help my employees to be **more productive** at their work.
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

2. I believe flexi hours have the potential to benefit my employees, giving them the **flexibility** to integrate work and life.
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

3. I believe flexi hours will help reduce employee **absenteeism**.
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

4. I believe flexi hours will increase the **engagement** levels of my employees.
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

5. I believe supervising flexi hours employees will still be as **manageable** as supervising other employees.
 - Strongly disagree
 - Disagree
 - Agree
 - Strongly agree

PILOT CHECKPOINT

The pilot checkpoint is an avenue for the organisation to:

- Evaluate progress of the pilot
- Identify and address any challenges faced by flexi hours employees and supervisors in the course of the pilot
- Compile success factors from flexi hours employees

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 via 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 flexi hours? (tick all that apply) <ul style="list-style-type: none"> <input type="checkbox"/> Lack of supervision <input type="checkbox"/> Staff coverage issues <input type="checkbox"/> Communication issues <input type="checkbox"/> None <input type="checkbox"/> Other: _____ • Have you experienced any major challenges as a result of flexi hours? • How have you or your supervisor address these challenges? • What additional resources or infrastructure do you require that will help you arrange flexi hours 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 flexi hours arrangement? If no, state what additional resources you would require • Have you experienced any other challenges affecting your ability to use flexi hours since checkpoint #1? • Have you experienced any other challenges as a result of flexi hours 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 flexi hours since checkpoint #2? • Have you experienced any other challenges as a result of flexi hours 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 flexi hours since checkpoint #3? • Have you experienced any other as a result of flexi hours since checkpoint #3? • How have you or your supervisor addressed these challenges? • Do you see an improvement in your work-life balance with flexi hours?

POST-PILOT SURVEY

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

1. Productivity levels
2. Work flexibility
3. Employee engagement
4. Employee performance
5. Employee supervision
6. Organisation support

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

FLEXI HOURS POST-PILOT SURVEY ORGANISATION X

Employee Copy

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

1. Flexi hours 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 flexi hours **negatively impacted your productivity** at work.

2. Flexi hours 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 flexi hours was **unsuccessful in providing you with the flexibility to integrate work and life**.

3. Flexi hours 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 flexi hours has **adversely affected your performance evaluation**.

4. Flexi hours 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 flexi hours **negatively impacted your engagement levels at work**.

5. My organisation and supervisor were **strongly supportive** of the flexi hours 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 flexi hours to work effectively.

6. I would **recommend** flexi hours to other employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

7. Has flexi hours benefitted you in any other way?

8. What were the biggest challenges faced in the flexi hours arrangement, if any?

9. Additional thoughts or comments:

Supervisor Copy

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

1. Flexi hours 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 flexi hours has **negatively impacted you employees' productivity at work**.

2. Flexi hours 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 flexi hours has **unsuccessfully offered your employees with the flexibility to integrate work and life**.

3. Flexi hours has reduced employee **absenteeism** at the workplace.

- 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 flexi hours has **unsuccessfully reduced employee absenteeism**.

4. Flexi hours 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 flexi hours has **negatively impacted your employees’ engagement levels at work**.

5. The task of **supervising** was manageable in a flexi hours arrangement.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

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

6. I would **recommend** flexi hours as an alternative working arrangement for eligible employees.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

7. Has flexi hours benefitted your team in any other way?

8. What were the biggest challenges faced in the flexi hours arrangement, if any?

9. Additional thoughts or comments:

ISSUES AND MITIGATION ACTIONS

In implementing flexi hours, organisations should take into consideration the following list of issues and corresponding mitigation actions 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 flexi hours • Develop communication and reference materials to create awareness and educate stakeholders on flexi hours and its benefits • Pilot flexi hours 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"> • Establish clear KPIs to ensure measurable performance outputs that can be achieved independent of work start and end times • Ensure supervisors are adequately train to manage employees on a flexi hours arrangement
	Non-compliance or abuse of flexi hours policies	<ul style="list-style-type: none"> • Communicate clearly and obtain consent on terms and agreements of flexi hours from flexi hours employees • Enforce disciplinary action if policies are breached
	Insufficient staff coverage	<ul style="list-style-type: none"> • Revise core hour bands to ensure sufficient staff coverage to meet business needs • Ensure frequent communication between employee and supervisor to establish work schedules
	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
Social	Unconscious bias and perception of flexi hours employees as less committed to their work	<ul style="list-style-type: none"> • Conduct trainings for supervisors to create awareness of and address any unconscious bias against flexi hours employees • Communicate the implementation of flexi hours, its objectives, benefits, what it is and what it is not • Enforce anti-discriminatory policy to prevent discrimination of flexi hours in terms of compensation and performance management
	Exclusion from organisation events	<ul style="list-style-type: none"> • Ensure frequent communication and inclusion of flexi hours employees in the organisation's social events • Conduct department meetings and business discussions during core hour bands when all staff are present
	Non-flexi hours employees' dissatisfaction	<ul style="list-style-type: none"> • Ensure clear employee value proposition is available for employees who are not eligible for flexi hours due to the nature of their jobs

APPENDIX 1 – FLEXI HOURS WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying flexi hours 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 flexi hours schedule.

Note that as per the flexi hours policy, there are core hour bands every working day at:
10.00a.m. – 12.00p.m.
2.00p.m. – 4.00p.m.

It is compulsory for the employee to be in the office during those hours.

Days	Start Time	End Time
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		

Please answer the following question succinctly:

What is/ are the reason(s) for you choosing the flexi hours work arrangement?

To be filled by the supervisor:

Flexi hours work arrangement for _____ is

Approved

Rejected

If approved, the employee will be able to start their flexi hours arrangement at the proposed date of

_____.

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

I understand that the approval of flexi hours working arrangement does not amend my employment contract.

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

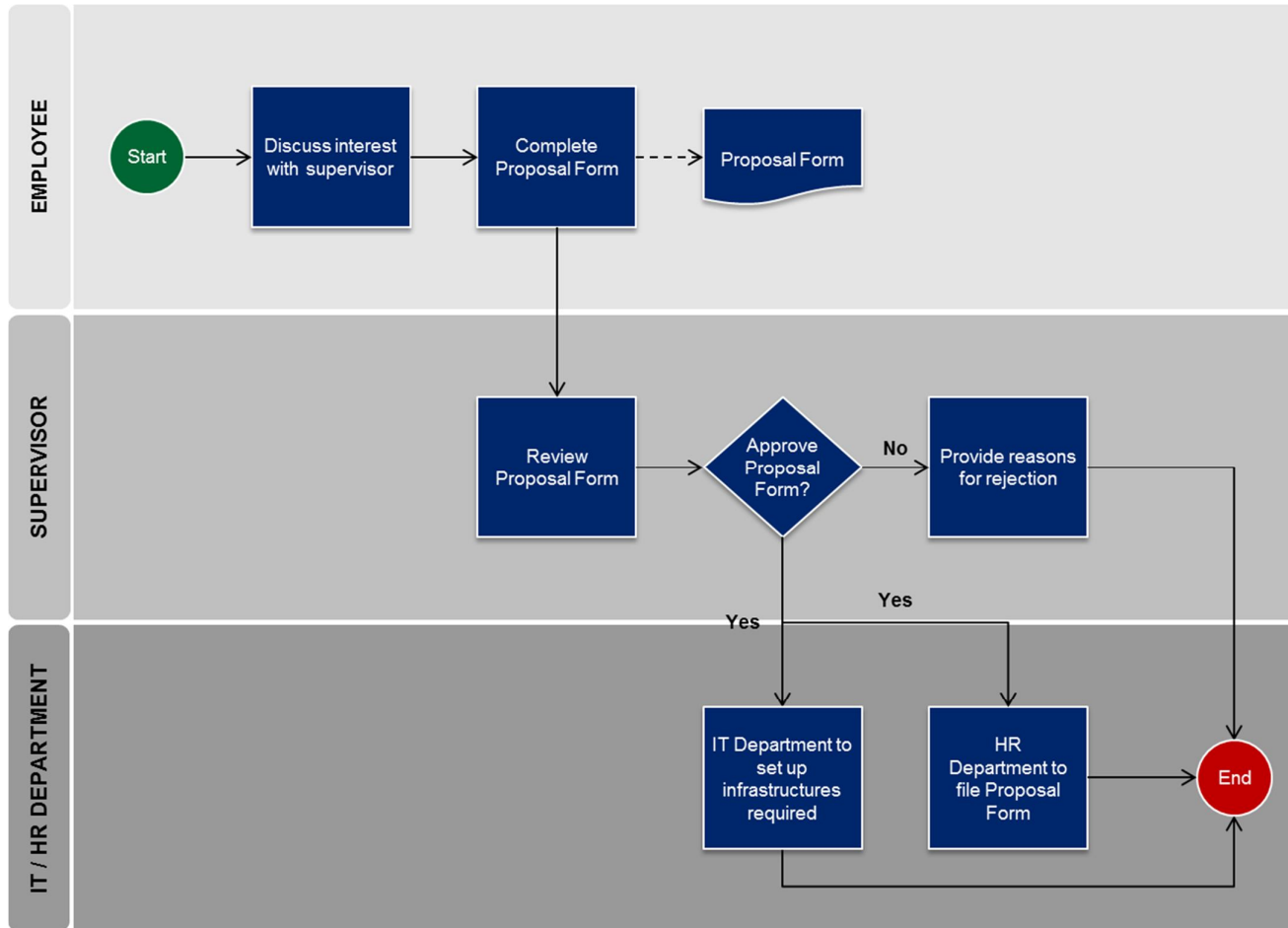
Employee Signature : _____

Supervisor Signature : _____

Document Date : _____

APPENDIX 2 – FLEXI HOURS WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a flexi hours arrangement in the organisation.



APPENDIX 3 – FLEXI HOURS WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Flexi Hours Work 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 flexi hours working arrangement application procedures
 2. Completion of Flexi Hours Work Arrangement Proposal Form by employees online
 3. Approval or rejection of Flexi Hours Work Arrangement Proposal form by employers online
 4. Storage of processed Flexi Hours Work Arrangement Proposal Forms in the back-end repository for future views

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

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