



Policy Implementation Guideline: Leaving Early from Work



POLICIES AND EXPECTATIONS GUIDELINES

I. Leaving Early From Work Policies

The table below outlines policies that the organisation needs to consider when implementing a leaving early from work arrangement. The policies can be amended according to organisation needs.

Policy	Description	
General	 Existing organisation policies and guidelines must still be obliged by employees utilising the arrangement The leaving early from work arrangement can be suspended or terminated if: it does not comply with business needs it affects the employees' work performance 	
Definition	Employees end a normal working day earlier by not altering the standard number of weekly core hours	
Eligibility	All employees should be eligible for the leaving early from work arrangement	
Application and approval	 Employees can apply for the arrangement using the <u>Leaving Early from Work Arrangement Proposal Form</u> (refer to Appendix 1) The process for approval of the leaving early from work application is outlined in the <u>Leaving Early from Work 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 leaving early from work arrangement (refer to Appendix 3 for <u>Leaving Early from Work Arrangement Proposal Storage System</u>) 	
Work hours arrangement	 Clear work hour arrangement policies need to be established to facilitate effective collaboration between employees utilising the leaving early from work arrangement, other employees and supervisors. Organisations can introduce: A formal method of logging hours (e.g. Clockwise software, Excel timesheet, punch cards, etc.), subjected to the approval of employee's immediate supervisor Earliest time that employees are allowed to leave the office Maximum number of days where employees are allowed to leave early from work Time related policies to ensure minimum number of weekly core hours are met by employees utilising the leaving early from work arrangement 	
Compensation and benefits	 Salary, compensation, increment and benefits of employees utilising this arrangement do not differ from standard full-time employees Employers are not allowed to discriminate against employees utilising this arrangement by means of disallowing increment, benefits, bonuses and other forms of professional partiality 	
Performance management	 The employer's standard performance management process will continue to apply for employees utilising the leaving early from work arrangement Employers are not allowed to discriminate against employees utilising 	



Policy	Description
	the leaving early from work arrangement by means of disallowing them
	career advancement, bonuses and other forms of professional partiality

II. Leaving Early from Work Arrangement Expectations

The following are key expectations of supervisors and employees in a leaving early from work arrangement:

Category	Expectation
Supervisors	Ensure employee compliance to leaving early from work policies and arrangement
	 Give prior notice to employees who are utilising the leaving early from work arrangement should the need for them to be in the office at a time when it is arranged for them to leave work early Periodically assess feasibility of the leaving early from work arrangement
	 Provide support in addressing challenges and issues faced by employees utilising the leaving early from work arrangement
Employees	Adhere to scheduled working hours and ensure that logging of working hours are accurate
	Remain accountable for delivering deliverables of quality
	Be flexible in attending to meetings or urgent obligations on days that they are leaving early
	Ensure appropriate methods are used to communicate work schedules



ISUES AND MITIGATION ACTIONS

In implementing a leaving from work arrangement, 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	 Develop business case analysis to justify value and return of a leaving early from work arrangement Develop communication and reference materials to create awareness and educate stakeholders on a leaving early from work arrangement and its benefits Pilot leaving early from work 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	 Ensure supervisors are adequately trained to manage employees who may be working with different working schedules Ensure effective setting of KPIs to ensure key outcomes are achieved in the leaving early from work arrangement Conduct department meetings and business discussions during core hours when all staff are present
	Non-compliance or abuse of leaving early from work policies	 Communicate clearly and obtain consent on terms and agreements from employees utilising this work arrangement Enforce disciplinary action if policies are breached
	Insufficient staff coverage	 Ensure frequent communication between employee and supervisor to establish work schedules and agree on days where the employee is allowed to leave early from work Ensure backup coverage when an employee leaves early from work Communicate work week schedules through emails or out-of-office notifications to ensure impacted employees and clients are aware Establish earliest time that employees are allowed to leave the office
	Inconsistent knowledge and understanding of work hours arrangement system	 Develop efficient time-logging methods Communicate clear work hours arrangement policies and guidelines to supervisors and employees
Social	Unconscious bias and perception of employees leaving early from work as less	 Conduct trainings for supervisors to create awareness of and address any unconscious bias against employees leaving early from work Communicate the implementation of leaving early



Category	Issue	Mitigation Action
	committed to their work	from work arrangement, its objectives, benefits, what it is and what it is not • Enforce anti-discriminatory policy to prevent discrimination of employees leaving early from work in terms of compensation and performance management
	Dissatisfaction of employees who are not utilising the arrangement	Ensure clear employee value proposition is available for employees who are not eligible for the leaving early from work arrangement due to the nature of their jobs

To be filled by the employee:



APPENDIX 1 – LEAVING EARLY FROM WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying a leaving early from work arrangement.

Employee Nam	e :	
Job Title	:	
Employee ID	:	
Employee Ema	il :	
Department	:	
Supervisor's Na	ame :	
Supervisor's En	nail :	
Proposed Start	Date :	
		ed work schedule. he earliest time that employees are allowed to
Days	Start Time	End Time
Monday		
Tuesday		
Wednesday	_	
Thursday		
Friday		
	the following question succinctly: e reason(s) for you choosing to apply	for a leaving early from work arrangement?
To be filled by the supervisor:		
Leaving early from work arrangement foris		

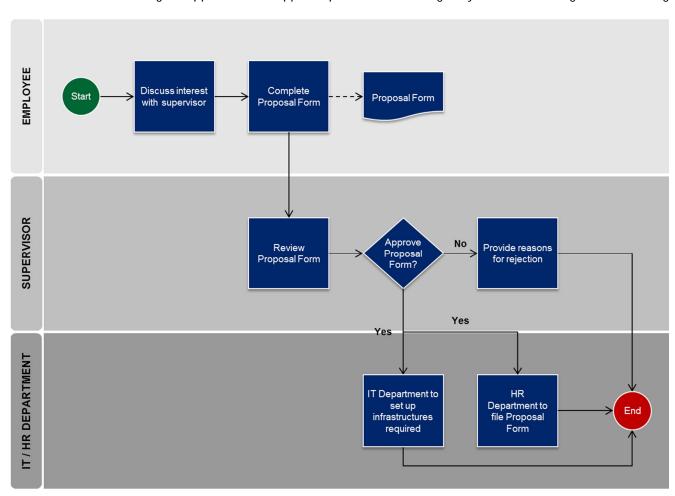


[] Approved [] Rejected
If approved, the employee will be able to start their leaving early from work arrangement at th proposed date of
If rejected, state the reasoning as to why the employee is not eligible for the leaving early from wor arrangement:
$\Box I$ understand that the approval of the leaving early from work arrangement does not amend m employment contract.
□I understand that the leaving early from work arrangement is subjected to the discretion of m supervisor and head of department and may be suspended and terminated depending on busines needs.
Employee Signature :
Supervisor Signature :
Document Date :



APPENDIX 2 – LEAVING EARLY FROM WORK WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a leaving early from work arrangement in the organisation.





APPENDIX 3 – LEAVING EARLY FROM WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Leaving Early from 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 leaving early from work arrangement application procedures
 - 2. Completion of Leaving Early from Work Arrangement Proposal Form by employees online
 - 3. Approval or rejection of Leaving Early for Work Arrangement Proposal form by employers online
 - 4. Storage of processed Leaving Early from 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 Leaving Early from Work Arrangement Proposal Form by employees in hardcopy
 - 2. Approval or rejection of Leaving Early from Work Arrangement Proposal form by employers in hardcopy
 - 3. Storage of processed Leaving Early from Work Arrangement Proposal Forms in document filing system

For more information:

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