



***Policy Implementation Guideline:  
Project-Based Work***

## POLICIES AND EXPECTATIONS GUIDELINES

### I. Project-Based Work Policies

The table below outlines policies that the organisation needs to consider when implementing a project-based work arrangement. The policies can be amended according to organisation needs.

Policy	Description
General	<ul style="list-style-type: none"> <li>Existing organisation policies and guidelines must still be obliged by employees utilising the project-based work arrangement</li> <li>The project-based work arrangement can be suspended or terminated if: <ul style="list-style-type: none"> <li>it does not comply with business needs</li> <li>it affects the employees' performance</li> </ul> </li> </ul>
Definition	<ul style="list-style-type: none"> <li>Employees are hired for a specific short-term project. This arrangement is usually based on a set time frame or task that typically lasts no more than 6 months</li> </ul>
Eligibility	<ul style="list-style-type: none"> <li>Job functions with the following criteria can be considered for a project-based work arrangement: <ol style="list-style-type: none"> <li>Have clearly defined objectives and tasks that can be completed in a predefined period</li> <li>Has a peak business period, where more employees would be needed in order for the tasks to be executed efficiently</li> </ol> </li> <li>Employees with the following criteria can be considered for a project-based work arrangement: <ol style="list-style-type: none"> <li>Full-time and part-time employees looking to convert to project-based work</li> <li>Qualified external candidates applying for project-based work position</li> </ol> </li> </ul>
Application and approval	<ul style="list-style-type: none"> <li>Employees can apply for the arrangement using the <b><u>Project-Based Work Arrangement Proposal Form</u></b> (refer to Appendix 1)</li> <li>The process for approval of the project-based work application is outlined in the <b><u>Project-Based Work Arrangement Application and Approval Process</u></b> (refer to Appendix 2)</li> <li>If the application is approved, the employee's employment contract shall be amended to reflect the new working arrangement</li> <li>All proposal forms will be processed and stored away for future reviews as and when there is a need to amend or terminate the project-based work arrangement (refer to Appendix 3 for <b><u>Project-Based Work Arrangement Proposal Storage System</u></b>)</li> </ul>
Compensation and benefits	<ul style="list-style-type: none"> <li>Compensation and benefits must reflect the duration of the project, as well as the work scope and responsibilities of project-based work employees</li> <li>Employers must clarify compensation and benefits given in order to avoid misunderstanding with project-based work employees. Key areas affected by the work arrangement are as follows: <ul style="list-style-type: none"> <li>salary</li> <li>performance bonus</li> <li>health benefits</li> </ul> </li> </ul>

Policy	Description
	<ul style="list-style-type: none"> <li>○ leave days</li> <li>○ work relocation and/ or travel reimbursements</li> </ul>
Performance management	<ul style="list-style-type: none"> <li>● Performance management should be based on the specific objectives and expected deliverables of the project in which employees are deployed into</li> <li>● Employers should also set expectations with project-based work employees on advancement opportunities and bonuses available to them</li> </ul>

## II. Project-Based Work Arrangement Expectations

The following are key expectations of supervisors and employees in a project-based work arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> <li>● Set clear project objectives and expectation of key outcomes to be achieved throughout the project duration</li> <li>● Set a timeline for the length of the project and ensure deadlines are met by project-based work employees</li> <li>● Ensure employee compliance to project-based work policies and arrangement</li> <li>● Periodically assess feasibility of project-based work arrangement</li> <li>● Provide support in addressing challenges and issues faced by employees utilising the project-based work arrangement</li> </ul>
Employees	<ul style="list-style-type: none"> <li>● Ensure that project deadlines are met, and deliverables are produced within the given time frame</li> <li>● Remain accountable for delivering deliverables of quality</li> <li>● Flexible to work outside the duration of the project should business need arise</li> </ul>

## PROJECT MANAGEMENT

The management of a project differs from a business-as-usual (BAU) or operations system, as projects are typically subjected to **budget, resources** and **time constraints**. Projects are also usually initiated in order to produce distinct and pre-defined deliverables. Outlined below are some considerations for the organisation when managing a project:

Category	Management Action
Project planning guidelines	<ul style="list-style-type: none"> <li>• Employers should put in place guidelines, infrastructures and management tools that will help monitor and manage a project more effectively, such as:               <ol style="list-style-type: none"> <li>1. Project objectives and expectations</li> <li>2. Project deliverables</li> <li>3. Project timeline; which outlines the milestones of the project from initiation to closing, and the associated deadlines for each deliverable</li> <li>4. Technological equipment for employees</li> <li>5. Project management software</li> <li>6. Duration in which an employee will be deployed into a project</li> </ol> </li> <li>• Employees should have defined roles and responsibilities within the project in order to provide accountability over the various aspects of the project</li> <li>• Employers should ensure that the initial project planning do not exceed the resources constraint or the timeframe imposed on the project Employers should be given adequate training to manage a project-based work arrangement</li> </ul>
Project team criteria	<ul style="list-style-type: none"> <li>• Employees selected for project-based work should have the technical skills which are complementary to the objectives of the project</li> <li>• The number of employees in a team will be subjected to the project constraints</li> <li>• Project team must consist of one or more supervisors which will monitor the progress of the project and the deliverables produced by the project-based employees</li> </ul>

## ISSUES AND MITIGATION ACTIONS

In implementing project-based 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	<ul style="list-style-type: none"> <li>• Develop business case analysis to justify value and return of project-based work arrangement</li> <li>• Develop communication and reference materials to create awareness and educate stakeholders on a project-based work arrangement and its benefits</li> <li>• Pilot project-based work arrangement with suitable job functions for a specific period of time to assess feasibility and demonstrate quick-wins to management</li> </ul>
Operational	Delayed project completion	<ul style="list-style-type: none"> <li>• Ensure supervisors are adequately trained to manage employees working on project-based work arrangement</li> <li>• Effective delegation of tasks that are suitable for an employee utilising the project-based work arrangement</li> <li>• Develop project timeline to ensure that each work task or deliverable are given adequate time for completion</li> <li>• Conduct project checkpoints to keep track of deliverables and deadlines</li> </ul>
	Non-compliance or abuse of project-based work policies	<ul style="list-style-type: none"> <li>• Communicate clearly and obtain consent on terms and agreements from employees utilising this work arrangement</li> <li>• Enforce disciplinary action if policies are breached</li> </ul>
Social	Perceived lack of career advancement opportunities	<ul style="list-style-type: none"> <li>• Establish clear career progression pathways and opportunities for project-based work employees</li> </ul>
	Dissatisfaction of employees who are not utilising the arrangement	<ul style="list-style-type: none"> <li>• Ensure clear employee value proposition is available for employees who may not have the opportunity to utilise the work arrangement</li> </ul>

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**APPENDIX 1 – PROJECT-BASED WORK ARRANGEMENT PROPOSAL FORM**

This form is used for the purposes of requesting, reviewing and modifying a project-based work arrangement.

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To be filled by the employee:

Employee Name : \_\_\_\_\_  
Job Title : \_\_\_\_\_  
Employee ID : \_\_\_\_\_  
Employee Email : \_\_\_\_\_  
Department : \_\_\_\_\_  
Supervisor's Name : \_\_\_\_\_  
Supervisor's Email : \_\_\_\_\_

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Please provide the project details in which you will be deployed into, or are interested in joining.

Project Name : \_\_\_\_\_  
Project Scope of Work : \_\_\_\_\_  
Project Start Date : \_\_\_\_\_  
Project End Date : \_\_\_\_\_  
Project Supervisor : \_\_\_\_\_

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What is/ are the reason(s) for you choosing to apply for a project-based work arrangement?

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To be filled by the supervisor:

Project-based work arrangement for \_\_\_\_\_ is  
 Approved  
 Rejected

If approved, the employee will be able to start their project-based work arrangement at the proposed date of \_\_\_\_\_

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If rejected, state the reasoning as to why the employee is not eligible for the project-based work arrangement:

I understand that my employment contract will be amended to reflect this new working arrangement.

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

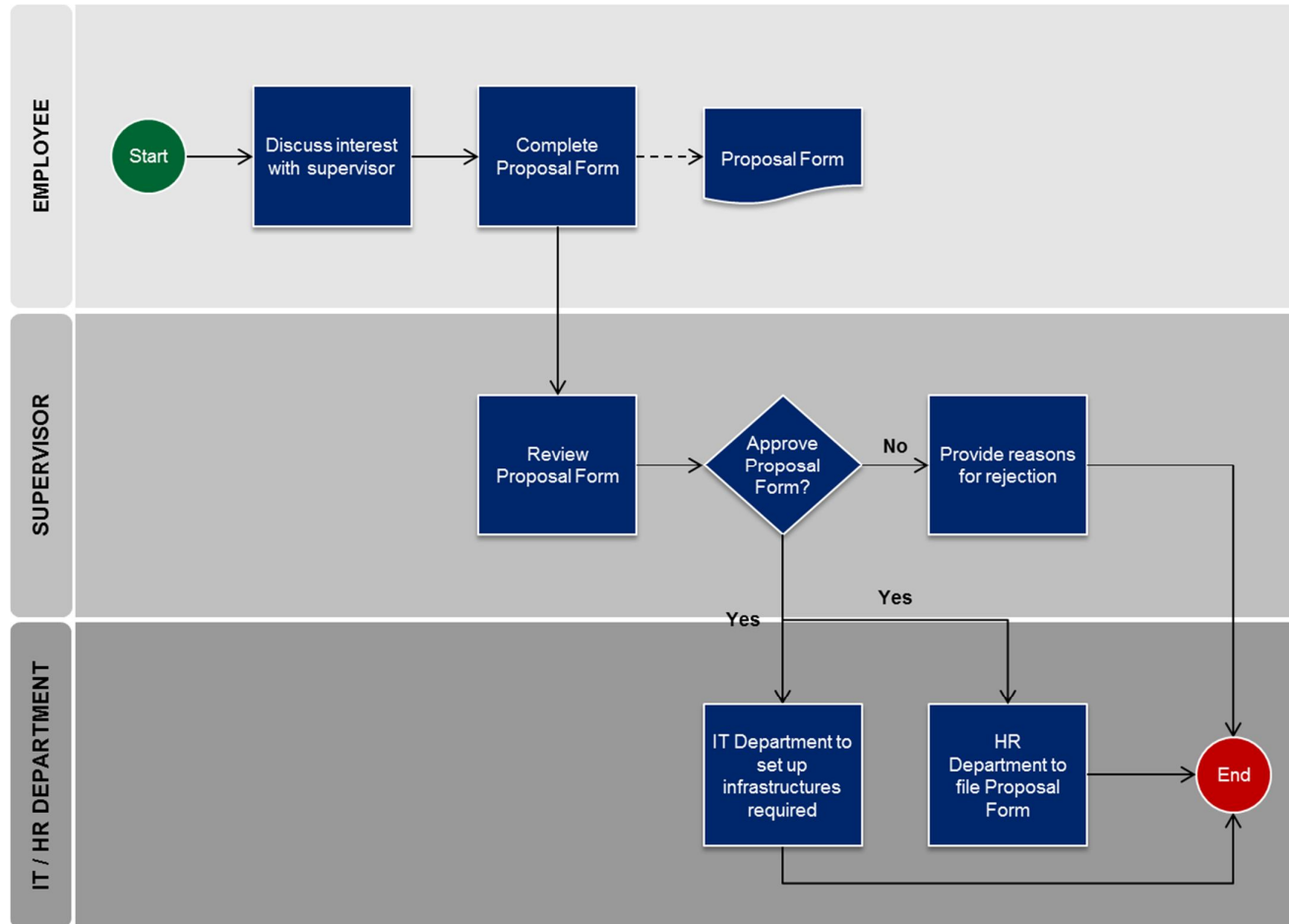
Employee Signature : \_\_\_\_\_

Supervisor Signature : \_\_\_\_\_

Document Date : \_\_\_\_\_

**APPENDIX 2 – PROJECT-BASED WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS**

The following process is to be used in facilitating the application and approval process for a project-based work arrangement in the organisation.





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### **APPENDIX 3 – PROJECT-BASED WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM**

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

**For more information:**

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