



***Policy Implementation Guideline:
Reduced/Part-Time Work***

ELIGIBILITY GUIDELINE

The following are eligibility considerations that need to be taken into account prior to the implementation of reduced/ part-time work.

Reduced/ part-time work 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 reduced/ part-time work based on the job functions and individual characteristics as listed below:

Key Area	Description
Job function	Most full-time job functions can be made into a reduced/ part-time work arrangement, especially job functions with the following characteristics: <ol style="list-style-type: none">1. Tasks, activities and/ or projects that are clearly defined and can be distributed2. Duties that can be temporarily suspended without losing efficiency3. Minimal interaction and communication with clients4. Requires more employees during peak or seasonal periods
Employee	Candidates with the following characteristics can be considered for reduced/ part-time work arrangement: <ol style="list-style-type: none">1. Passed the probationary period as specified in the employment agreement2. Good past performance appraisals and demonstrate the ability to meet job expectations3. Able to work independently without constant supervision4. Strong self-discipline and good time management skills5. Effective in conveying information both verbally and in written form

POLICIES AND EXPECTATION GUIDELINES

I. Reduced/ Part-Time Work Policies

The table below outlines policies that the organisation needs to consider when implementing reduced/part-time work. 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 reduced/ part-time work arrangement • Reduced/ part-time work 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 • Employees may request to return to full-time work after the completion of their probationary reduced/ part-time work period, subject to: <ul style="list-style-type: none"> ○ business needs ○ personal needs
Definition	<ul style="list-style-type: none"> • Employees work less than standard full-time hours. Roles are designed around a reduced workload with the expectation that job responsibilities can be successfully completed in less than a standard work-day
Application and approval	<ul style="list-style-type: none"> • Employees can apply to work in a reduced/ part-time work arrangement using the Reduced/ Part-Time Work Arrangement Proposal Form (refer to Appendix 1) • The process for approval of the reduced/ part-time work application is outlined in the Reduced/ Part-Time Work Arrangement Application and Approval Process (refer to Appendix 2) • If the application is approved, the employee's employment contract shall be amended to reflect the new working arrangement • All proposal forms will be processed and stored away for future reviews as and when there is a need to amend or terminate the reduced/ part-time work arrangement (refer to Appendix 3 for Reduced/ Part-Time Work Arrangement Proposal Storage System)
Work hours arrangement	<ul style="list-style-type: none"> • The following types of reduced/ part-time work arrangements are outlined in the Work Hours Arrangement Plan: <ul style="list-style-type: none"> ○ work shorter days ○ work fewer days weekly ○ work during weekends ○ combination of either options • Clear work hours' arrangement policies need to be established to facilitate effective collaboration between reduced/ part-time work employees, non-reduced/ part-time work employees and supervisors. Organisations can introduce: <ol style="list-style-type: none"> 1. A formal method of logging hours worked, subjected to the approval of the employee's immediate supervisor

Policy	Description
	<ol style="list-style-type: none"> 2. A policy requirement where the reduced/ part-time work employees need to be in the office at least once or twice a week depending on business needs for job allocation, job review and other operational matters 3. A work hours arrangement system that contains a list of time concepts that govern efficient work hours arrangement and to avoid any confusion and issues concerning work scheduling (refer to Work Hours Arrangement Plan) 4. Time-related policies to address issues such as overtime and holidays (refer to Work Hours Arrangement Plan)
Compensation and benefits	<ul style="list-style-type: none"> • Compensation and benefits should be pro-rated according to revised job scope and hours covered by the employee on reduced/ part-time work arrangement • Key areas affected by the work arrangement are as follows: <ul style="list-style-type: none"> ○ salary ○ performance bonus ○ health benefits ○ leave days
Performance management	<ul style="list-style-type: none"> • Employers should set clear KPIs and objectives for reduced/ part-time work employees to ensure key outcomes are achieved even in a reduced/ part-time work arrangement • Employers should also set expectations with reduced/ part-time work employees on advancement opportunities and bonuses available to them

II. Reduced/ Part-Time Work Expectations

The following are key expectations of supervisors and reduced/ part-time work employees in a reduced/ part-time work arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> • Make necessary adjustments when organising work/ approving requests under the arrangement (refer to Appendix 4 for the Workload Adjustment Process) • Ensure employee compliance to reduced/ part-time work policies and arrangement • Ensure adequate staff coverage of the department at all times and business service remains fully functioning • Periodically assess feasibility of reduced/ part-time work arrangement • Address challenges and issues highlighted by reduced/ part-time work employees • Practice non-discriminatory policy when it comes to performance assessment of reduced/ part-time work employees
Employees	<ul style="list-style-type: none"> • Adhere to scheduled working hours and ensure that logging of working hours are accurate • Be flexible in responding to work matters even on off-days • 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 reduced/ part-time work employees, non-reduced/ part-time work employees and supervisors.

I. Types of Reduced/ Part-Time Work Arrangements

The types of reduced/ part-time work 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.

Type	Definition
Work shorter days	<ul style="list-style-type: none"> Employees work a full work week, but with shorter days, e.g. half day. This arrangement would sometimes include shorter lunch break
Work fewer days weekly	<ul style="list-style-type: none"> Employees work fewer days per week than a full-time staff, but they cover the same 8 hour work day as a full-time employee
Work during weekends (seasonal, or to cover high-volume periods)	<ul style="list-style-type: none"> This option is suitable for organisations that operate 7 days a week (e.g. food and beverage outlets) It is important to clarify with employees on different remuneration scale if any (e.g. hourly wage for weekdays versus weekends)
Combination	<ul style="list-style-type: none"> A combination of the above option applied to suit the organisation's and employee's needs

II. Work Hours-Related Policies

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

Policy	Amendment						
Annual/ contracted hours worked	<ul style="list-style-type: none"> The organisation should consider using hours (as opposed to days) as a measurement system for the following policies: <ul style="list-style-type: none"> Annual/ contracted duration worked Annual payroll Annual leave Sick leave Public holidays Vacation and other absences 						
Annual payroll	<ul style="list-style-type: none"> Wages will be pro-rated depending on the rate of pay for the full-time position 						
Annual leave	<ul style="list-style-type: none"> Reduced/ part-time work employees are entitled to the following paid annual leave, depending on their period of employment: <table border="1" data-bbox="526 1759 1377 1892"> <thead> <tr> <th>Period of continuous employment with the same employer</th> <th>Annual leave entitlement (every 12 months)</th> </tr> </thead> <tbody> <tr> <td>Less than 2 years</td> <td>Not less than 6 days</td> </tr> <tr> <td>2 years or more, but less than 5 years</td> <td>Not less than 8 days</td> </tr> </tbody> </table> 	Period of continuous employment with the same employer	Annual leave entitlement (every 12 months)	Less than 2 years	Not less than 6 days	2 years or more, but less than 5 years	Not less than 8 days
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Less than 2 years	Not less than 6 days						
2 years or more, but less than 5 years	Not less than 8 days						

Policy	Amendment								
	<table border="1"> <tr> <td>5 years or more</td> <td>Not less than 11 days</td> </tr> </table> <ul style="list-style-type: none"> • Annual leave entitlement: Annual leave will be pro-rated based on an equivalent full-time position. Any additional entitlements to this (e.g. long service leave) will be applied individually and pro-rated to the hours worked 	5 years or more	Not less than 11 days						
5 years or more	Not less than 11 days								
Public holidays	<ul style="list-style-type: none"> • Reduced/ part-time work employees are entitled to a paid holiday: <ul style="list-style-type: none"> ○ on not less than seven of the gazetted public holidays ○ on any day declared as a public holiday under the Holidays Act 1951 								
Overtime	<ul style="list-style-type: none"> • If needs arise, employers may request reduced/ part-time work employees to work beyond their normal working schedule • Such employees must be compensated by overtime wages, which cannot be: <ul style="list-style-type: none"> ○ less than their hourly rate of pay – if the overtime exceeds the reduced/ part-time work employee’s normal work hours ○ less than 1.5 times the hourly rate of pay – if the overtime exceeds a full-time employee’s normal work hours 								
Sick leave	<ul style="list-style-type: none"> • Reduced/ part-time work employees are entitled to the following paid sick leave, depending on their period of employment: <table border="1"> <thead> <tr> <th>Period of continuous employment with the same employer</th> <th>Sick leave entitlement (every 12 months)</th> </tr> </thead> <tbody> <tr> <td>Less than 2 years</td> <td>Not less than 10 days</td> </tr> <tr> <td>2 years or more, but less than 5 years</td> <td>Not less than 13 days</td> </tr> <tr> <td>5 years or more</td> <td>Not less than 15 days</td> </tr> </tbody> </table> • Exception: Employees are not entitled to paid sick leave on their non-working day • Rate of pay: Employees are entitled to paid sick leave at their ordinary hourly rate of pay 	Period of continuous employment with the same employer	Sick leave entitlement (every 12 months)	Less than 2 years	Not less than 10 days	2 years or more, but less than 5 years	Not less than 13 days	5 years or more	Not less than 15 days
Period of continuous employment with the same employer	Sick leave entitlement (every 12 months)								
Less than 2 years	Not less than 10 days								
2 years or more, but less than 5 years	Not less than 13 days								
5 years or more	Not less than 15 days								
Vacation and other absences	<ul style="list-style-type: none"> • For full day absences, employees will be charged the number of hours that the employee was normally scheduled to work on the specified day (e.g. 4 hours for a half-day schedule) • The application of debit hours policy (where the number of hours worked is less than the agreed hours) is discouraged as: <ul style="list-style-type: none"> ○ employees should tailor the reduced/ part-time work schedule to their availabilities upon application ○ employers should adjust employee workload based on hours worked and employee work scope 								

Adapted from: [Malaysian Employment \(Part-Time Employees\) Regulations 2010](#)

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
Reduced/ part-time work employees	<ul style="list-style-type: none"> Reduced/ part-time work implementation objectives Application and approval process 	<ul style="list-style-type: none"> Reduced/ part-time work policies Reduced/ part-time work expectations 	<ul style="list-style-type: none"> Pilot project timeline Date of pilot briefing 	<ul style="list-style-type: none"> Reduced/ part-time work pilot briefing materials
Non-reduced/ part-time work employees	<ul style="list-style-type: none"> Reduced/ part-time work implementation objectives 		<ul style="list-style-type: none"> Pilot project start date 	
Supervisor	<ul style="list-style-type: none"> Reduced/ part-time work implementation objectives Reduced/ part-time work application and approval process 	<ul style="list-style-type: none"> Reduced/ part-time work policies Reduced/ part-time work expectations 	<ul style="list-style-type: none"> Pilot project timeline 	<ul style="list-style-type: none"> Reduced/ part-time work pilot briefing materials

The design of each communications should be brief, easy to read, and summarise the content succinctly. Communications sent out after pilot initiation is outlined in **Pilot Checkpoint**.

II. Reference Materials

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

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

PILOT IMPLEMENTATION APPROACH

The following is the pilot implementation approach which organisations can consider prior to the long-term implementation of reduced/ part-time work 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 reduced/ part-time work Design pilot checkpoints to periodically evaluate pilot 		<ul style="list-style-type: none"> Conduct pilot briefing to brief all parties impacted by the reduced/ part-time work arrangement Conduct pre-pilot survey to obtain a baseline measure of the impact of reduced/ part-time work 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 survey to gauge the impact of reduced/ part-time work 				<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 <ul style="list-style-type: none"> 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 expectation of employees and employers on reduced/ part-time work in these key areas:

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

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

REDUCED/ PART-TIME WORK PRE-PILOT SURVEY COMPANY X

Employee Copy

Thank you for participating in the reduced/ part-time work arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. I believe reduced/ part-time work will help me to be a **more productive** worker.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
2. I believe reduced/ part-time work 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 reduced/ part-time work arrangement.
 Strongly disagree
 Disagree
 Agree
 Strongly agree
4. I believe reduced/ part-time work will not affect the **teamwork** I currently have with my colleagues.
 Strongly disagree
 Disagree
 Agree
 Strongly agree

-
5. I believe reduced/ part-time work will increase my **engagement** levels at work.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree
-

Supervisor Copy

Thank you for participating in the reduced/ part-time work arrangement pilot project for Organisation X. Please take a few minutes to fill out the survey below.

1. I believe reduced/ part-time work will help my employees to be **more productive** at their work.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree
2. I believe reduced/ part-time work 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 reduced/ part-time work will not affect the **teamwork** between reduced/ part-time work employees and the other employees impacted by the arrangement.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree
4. I believe reduced/ part-time work will increase the **engagement** levels of my employees.
- Strongly disagree
 - Disagree
 - Agree
 - Strongly agree
5. I believe reduced/ part-time work will still make the task of **supervising manageable**.
- 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 reduced/ part-time work 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 business 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 participate in reduced/ part-time work? (tick all that applies) <ul style="list-style-type: none"> <input type="checkbox"/> Work coverage/ allocation issues <input type="checkbox"/> Time logging issues <input type="checkbox"/> Work scheduling issues <input type="checkbox"/> Communication discontinuity issues <input type="checkbox"/> Other: _____ <input type="checkbox"/> None • Have you experienced any major challenges as a result of reduced/ part-time work? • How have you or your supervisor addressed these challenges? • What additional resources or infrastructure do you require to help you undertake reduced/ part-time work efficiently?
#2: second week of pilot	<ul style="list-style-type: none"> • Have you experienced any other challenges affecting your ability to participate in reduced/ part-time work since checkpoint #1? • Have you experienced any other challenges as a result of reduced/ part-time work 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 participate in reduced/ part-time work since checkpoint #2? • Have you experienced any other challenges as a result of reduced/ part-time work 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 participate in reduced/ part-time work since checkpoint #3? • Have you experienced any other challenges as a result of reduced/ part-time work since checkpoint #3? • How have you or your supervisor addressed these challenges? • Do you see an improvement in your work-life balance with reduced/ part-time work?

POST-PILOT SURVEY

The post-pilot survey objective is to gauge the impact of reduced/ part-time work on employees and employers in these key areas:

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

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

REDUCED/ PART-TIME WORK POST-PILOT SURVEY
COMPANY X

Employee Copy

1. Reduced/ part-time work 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 reduced/ part-time work **negatively impacted your productivity** at work.

2. Reduced/ part-time work 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 reduced/ part-time work was **unsuccessful in providing you with the flexibility to integrate work and life**.

3. Reduced/ part-time work has not negatively impacted the **teamwork** I share with my colleagues.
 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 reduced/ part-time work has **negatively affected teamwork**.

4. The **KPIs** set at the beginning of the reduced/ part-time work 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**.

5. I believe the reduced/ part-time work 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 reduced/ part-time work has **adversely affected your performance evaluation**.

6. Reduced/ part-time work 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 reduced/ part-time work **negatively impacted your engagement levels at work**.

-
7. My organisation management and supervisor were **strongly supportive** of the reduced/ part-time work 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 reduced/ part-time work to work effectively.

8. I would **recommend** reduced/ part-time work to other employees.
- Strongly Disagree
 - Disagree
 - Agree
 - Strongly Agree

9. Has reduced/ part-time work benefitted you in any other way?

10. What were the biggest challenges faced in reduced/ part-time work, if any?

11. Additional thoughts or comments:

Supervisor Copy

1. Reduced/ part-time work 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 reduced/ part-time work has **negatively impacted your employees’ productivity at work.**

2. Reduced/ part-time work 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 reduced/ part-time work has **unsuccessfully offered your employees with the flexibility to integrate work and life.**

3. Reduced/ part-time work has not negatively impacted the **teamwork** between reduced/ part-time work employees and the other employees impacted by the arrangement.
- 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 reduced/ part-time work has **negatively impacted the teamwork amongst employees.**

4. My task of **supervising reduced/ part-time work 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 reduced/ part-time work made your **task of supervising less manageable.**

5. Reduced/ part-time work 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 reduced/ part-time work has **negatively impacted your employees' engagement levels at work.**

6. It was easy to keep track of my employees' performance against the **KPIs** set at the beginning of the reduced/ part-time work arrangement.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

If you answered "Strongly Disagree" or "Disagree" to the question above, please indicate in what ways have reduced/ part-time work made it **difficult to keep track of your employees' performance.**

7. Reduced/ part-time work has not negatively impacted the **teamwork** amongst employees impacted by the work arrangement.

- 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 reduced/ part-time work has **negatively impacted the teamwork** amongst employees.

8. I would **recommend** reduced/ part-time work as an alternative working arrangement for eligible employees.

- Strongly Disagree
- Disagree
- Agree

Strongly Agree

9. Has reduced/ part-time work benefitted your team in any other way?

10. What were the biggest challenges faced in the reduced/ part-time work arrangement, if any?

11. Additional thoughts or comments:

ISSUES AND MITIGATION ACTIONS

In implementing reduced/ part-time work, 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 a business case analysis to justify value and return of reduced/ part-time work Develop communication and reference materials to create awareness and educate stakeholders on reduced/ part-time work and its benefits Pilot reduced/ part-time work arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Communication	Communication discontinuity	<ul style="list-style-type: none"> Establish effective communication channels to ensure all necessary information are recorded and documented for reference on reduced/ part-time work employee off-days
Operational	Reduced productivity levels	<ul style="list-style-type: none"> Establish clear KPIs to ensure key outcomes are achieved even in a reduced/ part-time work arrangement Effective delegation of tasks are suitable for a reduced/ part-time work arrangement Ensure supervisors are adequately trained to manage and make the most of a reduced/ part-time work arrangement
	Work schedule confusion	<ul style="list-style-type: none"> Implement a work schedule or planning board to identify employee availability Communicate employee availability through emails or out-of-office notifications to impacted employees and clients
	Less employees/ Insufficient staff coverage	<ul style="list-style-type: none"> Ensure that more employees are hired to fill in the gaps left by reduced/ part-time employees Establish a 'buddy system' to cultivate complementary working relationships and schedules to provide backup coverage
	Non-compliance to reduced/ part-time work policies	<ul style="list-style-type: none"> Communicate clearly and obtain consent on terms and agreements of reduced/ part-time work from reduced/ part-time work employees Enforce disciplinary action if policies are breached
Social	Perceived lack of career advancement opportunities	<ul style="list-style-type: none"> Establish clear career progression pathways and opportunities for reduced/ part-time work employees
	Unconscious bias and perception of reduced/ part-	<ul style="list-style-type: none"> Conduct trainings for supervisors to create awareness of and address any unconscious bias against reduced/ part-time workers

Category	Issue	Mitigation Action
	time workers as less committed to their jobs	<ul style="list-style-type: none">• Communicate the implementation of reduced/ part-time work, its objectives, benefits, what it is and what it is not
	Isolation of reduced/ part-time work employees	<ul style="list-style-type: none">• Ensure frequent communication and inclusion of reduced/ part-time work employees in the organisation's social events• Conduct department meetings and business discussions at time when all related employees are at the workplace
	Non-reduced/ part-time work employees' dissatisfaction	<ul style="list-style-type: none">• Ensure clear employee value proposition is available for employees who are not eligible for reduced/ part-time work due to the nature of their jobs

APPENDIX 1 – REDUCED/ PART-TIME WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying reduced/ part-time 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 week schedule under the reduced/ part-time

Note that it is organisation policy that each reduced/ part-time work employee must complete a minimum of 20 hours of work every week.

Days	Start Time	End Time	Hours Worked
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			
Saturday			
Sunday			
Total Hours			

What is/ are the reason(s) for you choosing the reduced/ part-time work arrangement?

To be filled by the supervisor:

Reduced/ part-time work arrangement for _____ is
[] Approved

Rejected

If approved, the employee will be able to start their reduced/ part-time work at the proposed date of _____.

If rejected, state the reasoning as to why the employee is not eligible for the reduced/ part-time work:

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

I understand that the reduced/ part-time work arrangement is subjected to supervisor and head of department discretion, and may be suspended and terminated according to business needs.

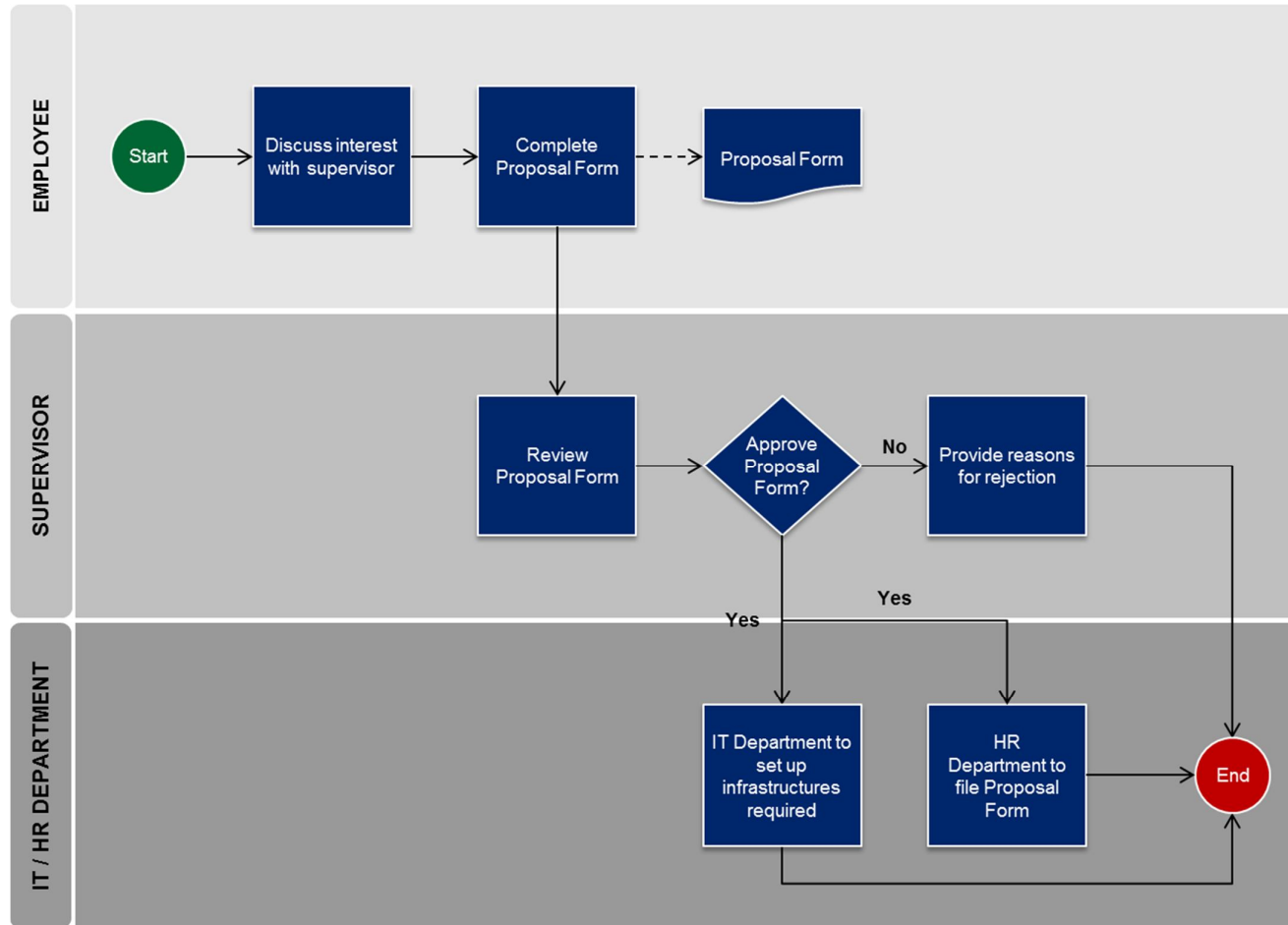
Employee Signature : _____

Supervisor Signature : _____

Document Date : _____

APPENDIX 2 – REDUCED/ PART-TIME WORK APPLICATION AND APPROVAL PROCESS

The following process is to be used in facilitating the application and approval process for a reduced/ part-time work arrangement in the organisation.



APPENDIX 3 – REDUCED/ PART-TIME WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Reduced/ Part-Time 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 reduced/ part-time work arrangement application procedures
 2. Completion of Reduced/ Part-Time Work Arrangement Proposal Form by employees online
 3. Approval or rejection of Reduced/ Part-Time Work Arrangement Proposal form by employers online
 4. Storage of processed Reduced/ Part-Time 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 Reduced/ Part-Time Work Arrangement Proposal Form by employees in hardcopy
 2. Approval or rejection of Reduced/ Part-Time Work Arrangement Proposal form by employers in hardcopy
 3. Storage of processed Reduced/ Part-Time Work Arrangement Proposal Forms in document filing system

APPENDIX 4 – REDUCED/ PART-TIME WORK ARRANGEMENT WORKLOAD ADJUSTMENT

When employees convert from full-time to part-time roles, their workloads must be reallocated and scaled down accordingly. To ensure continuity in providing meaningful work and career progression opportunities to reduced/ part-time work employees, the following flow chart outlines the process of adjusting a full-time employees' workload.

How to scale down a full-time job

1. Talk to employees about their current workload and preferences
2. Assess jobs and tasks based on their urgency, volume and complexity
3. Reduce the quantity/ size of tasks for future part-timers, so that work can be completed within the reduced working hours
4. Retain a variety of tasks that match the employee's skills, experiences and interests
5. When setting deadlines, consider employees' choice of off-days



How to reallocate the remaining workload

1. Reallocate jobs accordingly across the team – but abstain from overloading other employees
2. Pool the total remaining hours/ workload from one or more positions
3. Create new full-time or part-time positions to cover those responsibilities
4. Improve/ reorganise processes and utilise technology to increase work efficiency

For more information:

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