TalentCorp
MALAYSIA

flexWorkLife.my
Finding Balance Together

Policy Implementation Guideline:
School Holidays Work Arrangement

POLICIES AND EXPECTATION GUIDELINES

I. School Holidays Work Arrangement Policies

The table below outlines policies that the organisation needs to consider when implementing a school holidays 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 school holidays work arrangement - The school holidays work arrangement can be suspended or terminated if: - it does not comply with business needs - it affects the employee's work performance
Definition	Work from home during school holidays for parents with school going children
Eligibility	- Employees with children of school going age - Employees with tasks that can be completed off-site
Application and approval	- Employees can apply for the arrangement using the **School Holidays Work Arrangement Proposal Form** (refer to Appendix 1) - The process for approval of the school holidays work arrangement application is outlined in the **School Holidays Work Arrangement Application and Approval Process** (refer to Appendix 2) - All proposal forms will be processed and stored away for future review as and when there is a need to amend or terminate the school holidays work arrangement (refer to Appendix 3 for **School Holidays Work Arrangement Proposal Storage System**)
Work hours arrangement	- Clear work hours arrangement policies need to be established to facilitate effective collaboration between employees utilising the school holidays work arrangement, other employees and supervisors. Organisations can introduce: - A formal method of logging hours (e.g. Clockwise software, Excel timesheet, etc.), subjected to the approval of employee's immediate supervisor - A policy requirement where the employees under the school holidays work arrangement need to be in the office at least twice or thrice a week depending on business needs
Compensation and benefits	- Salary, compensation and benefits of employees under the school holidays work arrangement do not differ from standard full-time workers - 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 under the school holidays work arrangement

Policy	Description
	• Employers should set clear KPIs and objectives for employees under the school holidays work arrangement measured by output rather than presence in office • Employers are not allowed to discriminate against employees under the school holidays work arrangement by means of disallowing career advancement, bonuses, and other forms of professional partiality
Technological infrastructure support	• Employees under the school holidays work arrangement should be provided remote access technology such as virtual private network (VPN), broadband public Internet access service, or a private IP environment for cases of handling sensitive data • Employees under the school holidays work arrangement should also be provided with the relevant technological resources such as laptop, headsets, encrypted data storage and other relevant equipment to facilitate effective school holidays work arrangement • Employees should complete the **School Holidays Work Arrangement Technology Checklist** (refer to Appendix 4) prior to commencing the work arrangement • The organisation is not liable for loss, damage of organisation-owned equipment due to employee negligence
Confidentiality	• Employees under the school holidays work arrangement are subjected to the organisation's confidentiality agreements and are expected to be vigilant when handling and relaying highly sensitive organisation data at remote location • Employees under the school holidays work arrangement are required to report to the organisation security centre or hotline immediately in case of information security breach or loss of hardware
Safety	• The organisation is not liable for the safety of employees under the school holidays work arrangement when working at the location of their home • Injuries incurred during work hours in a remote location other than the office is not claimable under the SOCSO employee injury insurance scheme

II. School Holidays Work Arrangement Expectations

The following are key expectations of supervisors and employees in a school holidays work arrangement:

Category	Expectation
Supervisors	• Ensure employee compliance to school holidays work arrangement policies and arrangement • Allocate jobs evenly between employees who are utilising the school holidays work arrangement and employees who are not utilising the arrangement • Give prior notice to employees utilising the school holidays

Category	Expectation
	work arrangement should they be required to attend meetings and trainings outside of their home location • Periodically assess feasibility of school holidays work arrangement • Address challenges and issues highlighted by employees utilising the school holidays work arrangement • Practice non-discriminatory policy when it comes to performance assessment of employees under the school holidays work arrangement
Employees	• Remain accessible by phone or organisation instant messaging system on days when employee is working off-site • Remain accountable for delivering deliverables of quality • Attend to out-of-town/ travel-prone projects when need arises

ISSUES AND MITIGATION ACTIONS

In implementing a school holidays work arrangement, 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	• Develop a business case analysis to justify value and return of a school holidays work arrangement • Develop communication and reference materials to create awareness and educate stakeholders on the school holidays work arrangement and its benefits • Pilot the school holidays work arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Technological	Data and network breach	• Create strong network security controls such as virtual private network (VPN), anti-virus, strong password • Provide encrypted hard drives and USB
	Technological disruptions	• Ensure employees utilising the school holidays work arrangement are adequately trained to use necessary technologies • Ensure availability of a comprehensive IT support for employees utilising the school holidays work arrangement • Provide back-up tools to prevent loss of data
Operational	Reduced productivity levels	• Effective delegation of tasks that are suitable for school holidays work arrangement • Establish clear KPIs to ensure measurable performance outputs • Ensure supervisors are adequately trained to manage virtual teams effectively • Conduct department meetings and business discussions on days when employees under the school holidays work arrangement is present in the office
	Non-compliance or abuse of school holidays work arrangement policies	• Communicate clearly and obtain consent on terms and agreements from employees utilising this arrangement • Enforce disciplinary action if policies are breached
Social	Unconscious bias and perception of employees on school holidays work arrangement as less committed to their work	• Conduct trainings for supervisors to create awareness of and address any unconscious bias against employees on school holidays work arrangement • Communicate the implementation of school holidays work arrangement, its objectives, benefits, what it is and what it is not • Enforce anti-discriminatory policy to prevent

Category	Issue	Mitigation Action
		discrimination of employees on school holidays work arrangement in terms of compensation and performance management
	Isolation of employees on school holidays work arrangement	• Ensure frequent communication and inclusion of employees on school holidays work arrangement 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
	Dissatisfaction of employees who are not utilising the arrangement	• Ensure clear employee value proposition is available for employees who are not eligible for school holidays work arrangement

APPENDIX 1 – SCHOOL HOLIDAYS WORK ARRANGEMENT PROPOSAL FORM

This form is used for the purposes of requesting, reviewing and modifying school holidays 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   : _____

Proposed End Date   : _____

Please fill out the following section with your proposed school holidays work arrangement schedule and location from which you will be working. Complete an [X] in the:
- "Office" column for the days that you will be working at the office
- "Home" column for the days that you will be working from home.

Note that as per the school holidays work arrangement policy, it is compulsory for you to be working from the home office at least <insert duration> a week.

Day	Home	Office
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		

Please answer the following questions succinctly:

What is/ are the reason(s) for you choosing the school holidays work arrangement?

What is your preferred communication method to confer information between yourself, your co-workers and your supervisor? Please fill an [X] at preferred method, and fill the details:

[ ] Email   : _____

[ ] Mobile phone   : _____

[ ] Instant message   : _[Provide official organisation username/ email for Lync or Skype network]_

[ ] Land-line   : _____

To be filled by the supervisor:

School holidays work arrangement for _____ is
[ ] Approved
[ ] Rejected

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

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

☐I understand that the approval of school holidays working arrangement does not amend my employment contract.

☐I understand that the school holidays working arrangement is subjected to the discretion of my supervisor and head of department and may be suspended and terminated depending on business needs.
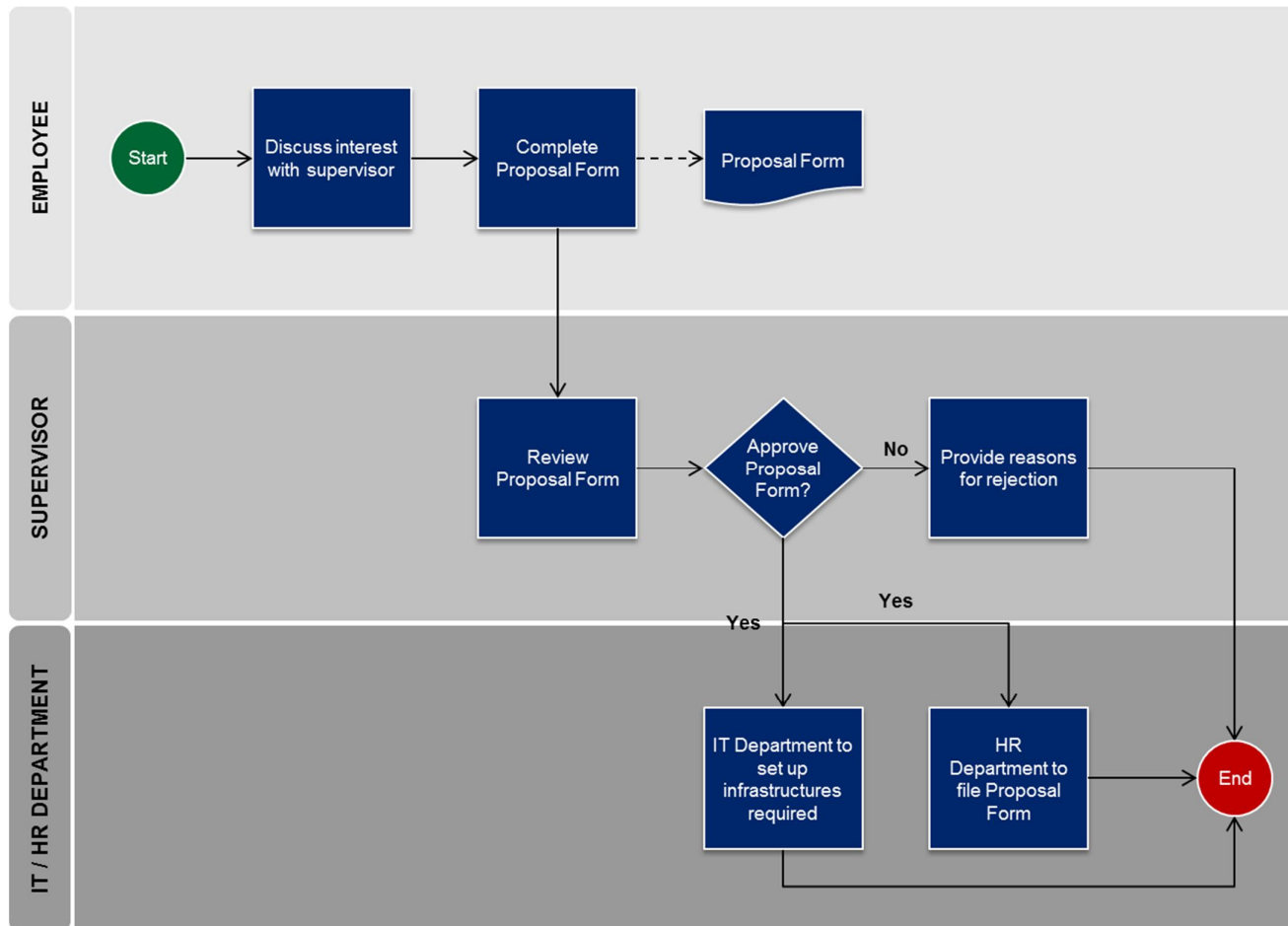
Employee Signature   : _____

Supervisor Signature   : _____

Document Date   : _____

APPENDIX 2 – SCHOOL HOLIDAYS WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

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

APPENDIX 3 – SCHOOL HOLIDAYS WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the School Holiday 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 school holidays working arrangement application procedures
   2. Completion of School Holidays Work Arrangement Proposal Form by employees online
   3. Approval or rejection of School Holidays Work Arrangement Proposal form by employers on line
   4. Storage of processed School Holidays Work Arrangement Proposal Forms in the back-end repository for future reviews

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

APPENDIX 4 – SCHOOL HOLIDAYS WORK ARRANGEMENT TECHNOLOGY CHECKLIST

Please confirm the following items are in place prior to commencing school holidays work arrangement.

- Getting Connected:
  - ☐ Stable internet service connectivity

- Hardware and Software
  - ☐ Laptop or computer
  - ☐ Headphones and microphones
  - ☐ Webcams (for video conferencing)
  - ☐ Pre-installed work-related software
  - ☐ VPN (if applicable)

- Security
  - ☐ Keep software up-to date to prevent hackers from exploiting security flaws (operating systems, web browsers, third-party plug-ins and other software)
  - ☐ Prevent identify theft by protecting account numbers, and other personal information
  - ☐ Turn on personal firewalls
  - ☐ Run antivirus software
  - ☐ Back up files to minimise risk of losing important files

- Home Office Equipment
  - ☐ Telephone or VoIP technology (internet-based phone service)
  - ☐ Surge protector
  - ☐ Printer or multipurpose machine
  - ☐ External hard disk