



***Policy Implementation Guideline:
Seasonal Work***

POLICIES AND EXPECTATIONS GUIDELINES

I. Seasonal Work Policies

The table below outlines policies that the organisation needs to consider when implementing seasonal work arrangement. 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 utilising the seasonal work arrangement The seasonal work arrangement can be suspended or terminated if: <ul style="list-style-type: none"> it does not comply with business needs it affects the employee's work performance
Definition	<ul style="list-style-type: none"> Employer recruits additional employees during seasonal or peak periods to cover added workload. Employees can be hired on a full-time or a part-time basis on a temporary work arrangement
Eligibility	<ul style="list-style-type: none"> Full-time and part-time employees looking to convert to seasonal work Qualified external candidates applying for a seasonal work position
Types of seasonal work arrangement	<ul style="list-style-type: none"> Employees can be assigned to the types of seasonal work arrangement listed below, subjected to business needs: <ol style="list-style-type: none"> Full-Time Seasonal Worker – Employees work an average of 40 hours per week and receive the same benefits as a full-time employee Part-Time Seasonal Worker – Employees work less than 40 hours a week and receive benefits which commensurate the hours worked Casual Seasonal Worker – Employees do not have a set number of work hours per week. Casual employees typically have a higher pay but do not have the benefits of a full-time or part-time worker
Application and approval	<ul style="list-style-type: none"> Employees can apply for the arrangement using the <u>Seasonal Work Arrangement Proposal Form</u>(refer to Appendix 1) The process for approval of the seasonal work application is outlined in the <u>Seasonal Work Arrangement Application and Approval Process</u> (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 seasonal work arrangement (refer to Appendix 3 for <u>Seasonal Work Arrangement Proposal Storage System</u>)
Compensation and benefits	<ul style="list-style-type: none"> Compensation and benefits must reflect the type and duration of the seasonal work arrangement as well as the work scope and responsibilities of seasonal work employees Employers must clarify compensation and benefits given in order to avoid misunderstanding with seasonal work employees. Key areas which will be affected by the work arrangement are as follows: <ul style="list-style-type: none"> salary performance bonus health benefits leave days

Policy	Description
Performance management	<ul style="list-style-type: none"> • Performance management will only be applicable for the duration of the seasonal work arrangement • Performance measures should be based on the specific objectives and deliverables of the work arrangement • Employers should also set expectations with seasonal work employees on advancement opportunities and bonuses available to them

II. Seasonal Work Arrangement Expectations

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

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

ISSUES AND MITIGATION ACTIONS

In implementing seasonal 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"> • Develop business case analysis to justify value and return of seasonal work arrangement • Develop communication and reference materials to create awareness and educate stakeholders on a seasonal work arrangement and its benefits • Pilot seasonal work arrangement with suitable job functions for a specific period of time to assess feasibility and demonstrate quick-wins to management
Operational	Delayed work completion	<ul style="list-style-type: none"> • Ensure supervisors are adequately trained to manage seasonal work employees • Effective delegation of tasks that are suitable for an employee utilising the seasonal work arrangement • Conduct frequent checkpoints to keep track of deliverables and deadlines
	Non-compliance or abuse of seasonal work policies	<ul style="list-style-type: none"> • Communicate clearly and obtain consent on terms and agreements from employees utilising this work arrangement • 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 seasonal work employees
	Dissatisfaction of employees who are not utilising the arrangement	<ul style="list-style-type: none"> • Ensure clear employee value proposition is available for employees who may not have the opportunity to utilise the work arrangement

APPENDIX 1 – SEASONAL WORK ARRANGEMENT PROPOSAL FORM

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

To be filled by the employee:

Employee Name : _____
Job Title : _____
Employee ID : _____
Employee Email : _____
Department : _____
Supervisor's Name : _____
Supervisor's Email : _____

Please provide the details of the role you are interested in joining.

Role : _____
Scope of Work : _____
Start Date : _____
End Date : _____
Supervisor : _____

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

To be filled by the supervisor:

Seasonal work arrangement for _____ is
 Approved
 Rejected

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

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

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

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

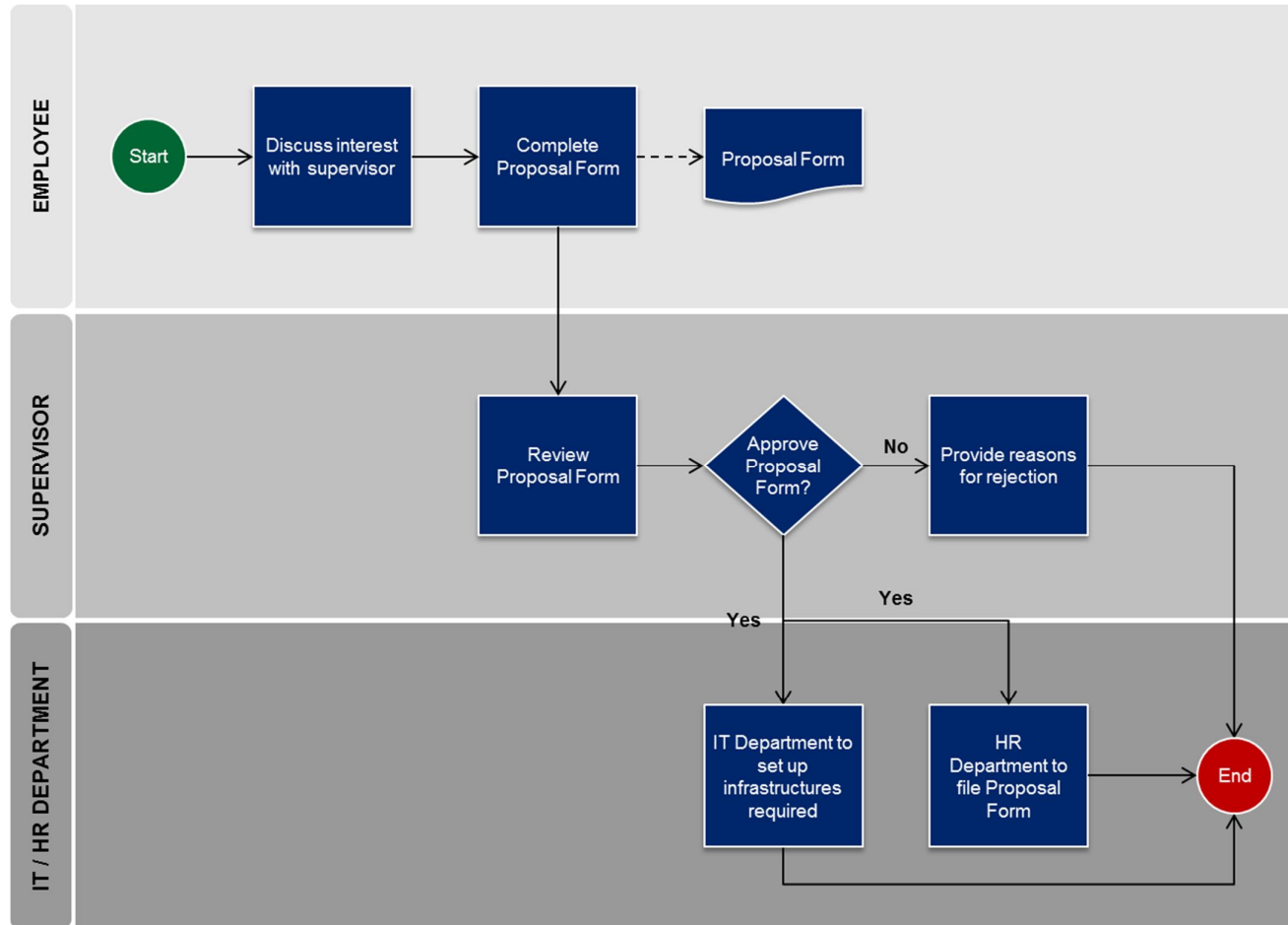
Employee Signature : _____

Supervisor Signature : _____

Document Date : _____

APPENDIX 2 – SEASONAL WORK ARRANGEMENT APPLICATION AND APPROVAL PROCESS

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



APPENDIX 3 – SEASONAL WORK ARRANGEMENT PROPOSAL STORAGE SYSTEM

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

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