



***Policy Implementation Guideline:
Shift Swapping***

POLICIES AND EXPECTATION GUIDELINES

I. Shift Swapping Policies

The table below outlines policies that the organisation needs to consider when implementing shift swapping. 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 shift swappers Shift swapping can be suspended or terminated if: <ul style="list-style-type: none"> it does not comply with business needs it affects employees' performance, having worked long hours for a stretched period without rest
Definition	<ul style="list-style-type: none"> Allow shift workers to trade shifts with each other, enabling them the flexibility to meet both their work responsibilities and personal needs without having to sacrifice one or the other
Eligibility	<ul style="list-style-type: none"> All full-time or part-time shift work employees Example: a nurse may trade his/ her shift with another nurse upon approval by their supervisors
Application and approval	<ul style="list-style-type: none"> A timeframe for the application of shift swapping needs to be established in order to facilitate proper resource planning (e.g. 3 days after issuance of shift roster) Employees can apply for the arrangement using the Shift Swapping Proposal Form (refer to Appendix 1) The process for approval of the shift swapping application is outlined in the Shift Swapping Application and Approval Process (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 shift swapping arrangement (refer to Appendix 3 for Shift Swapping Proposal Storage System)
Work hours arrangement	<ul style="list-style-type: none"> Clear work arrangement policies need to be established to facilitate effective collaboration between employees utilising the shift swapping arrangement, other employees, and the supervisor. Organisations can introduce: <ol style="list-style-type: none"> A work schedule to plan availabilities and coordinate shifts A policy that establishes the maximum number of shifts that an employee can swap
Compensation and benefits	<ul style="list-style-type: none"> Shift swapping should not have an impact on the employee's salary, compensation and benefits Employers are not allowed to discriminate against employees on a shift swapping arrangement by means of disallowing increment, benefits, bonuses and other forms of professional partiality
Performance management	<ul style="list-style-type: none"> The employer's standard performance management process will continue to apply for shift swapping arrangement Employers are not allowed to discriminate against employees on a shift swapping arrangement by means of disallowing them

Policy	Description
	career advancement, bonuses and other forms of professional partiality

II. Expectations

The following are key expectations of supervisors and employees in the shift swapping arrangement:

Category	Expectation
Supervisors	<ul style="list-style-type: none"> • Coordinate employees' shift schedules to ensure adequate staff coverage of the department at all times and business service remains fully functioning • Ensure employee compliance to shift swapping arrangement policies and arrangement • Periodically assess feasibility of employees' shift swapping arrangement • Address challenges and issues highlighted by employees under the shift swapping arrangement • Practice non-discriminatory policy when it comes to performance assessment of employees on the shift swapping arrangement
Employees	<ul style="list-style-type: none"> • Comply with timeframe to apply for shift swap • Adhere to agreed swapped schedule • Remain accountable for delivering deliverables of quality

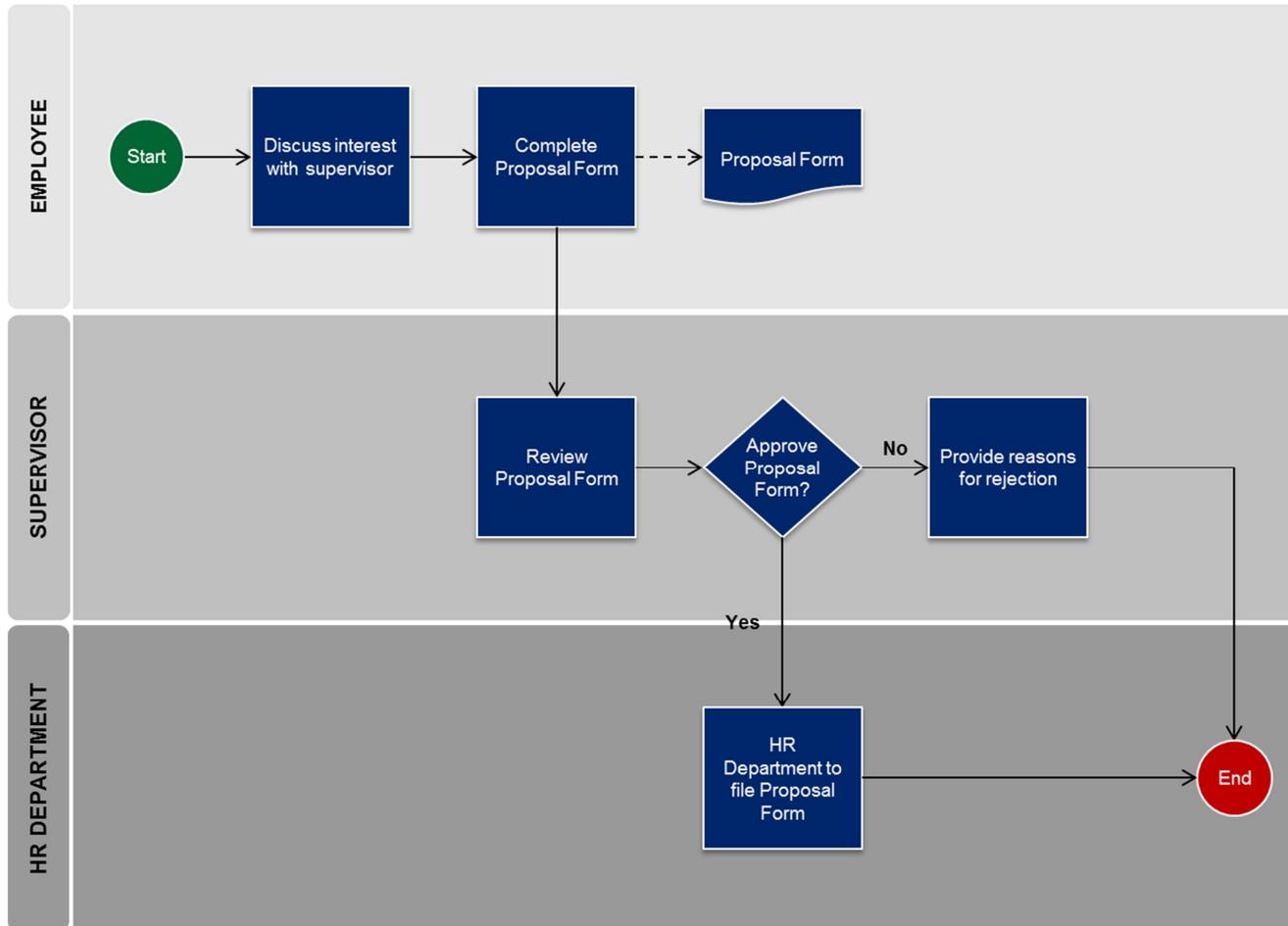
ISSUES AND MITIGATION ACTIONS

In implementing a shift swapping 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	<ul style="list-style-type: none"> • Develop business case analysis to justify value and return of shift swapping • Develop communication and reference materials to create awareness and educate stakeholders on shift swapping and its benefits • Pilot shift swapping arrangement with suitable job functions and top talents for a specific period of time to assess feasibility and demonstrate quick-wins to management
Operational	Non-compliance or abuse of shift swapping policies	<ul style="list-style-type: none"> • Communicate clearly and obtain consent on terms and agreements of shift swapping from employees utilising this work arrangement • Enforce disciplinary action if policies are breached
	Lack of control and confusion over shift schedules	<ul style="list-style-type: none"> • Ensure a process is in place that keeps track of how many and which shifts are swapped • Establish a maximum number of shift swaps for a stated period per employee
	Insufficient staff coverage	<ul style="list-style-type: none"> • Establish a timeframe (e.g. 3 days after issuance of shift roster) within which employees are able to swap shifts to provide supervisors with adequate time for resource planning • Communicate work schedules through planning boards that facilitate the communication of employee availability
	Lack of control over continuity and quality of work	<ul style="list-style-type: none"> • Ensure supervisors are aware and provide consent for swap well in advance before it happens to make necessary provisions and ensure proper handover of tasks • Limit shift swapping to employees of same rank and to employees performing similar roles • Ensure adequate cross-training so that employees within the team know of each other's roles
Social	Unconscious bias and perception of employees who frequently swap shifts as being less committed in their work	<ul style="list-style-type: none"> • Conduct trainings for supervisors to create awareness of and address any unconscious bias against employees who swap shifts • Communicate the implementation of shift swapping arrangement, its objectives, benefits, what it is and what it is not • Enforce anti-discriminatory policy to prevent discrimination of employees who swap shifts in terms of compensation and performance management

APPENDIX 2 – SHIFT SWAPPING APPLICATION AND APPROVAL PROCESS

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



APPENDIX 3 – SHIFT SWAPPING PROPOSAL STORAGE SYSTEM

The following outlines the different options to be used in the storing of the Shift Swapping 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 shift swapping application procedures
 - 2. Completion of Shift Swapping Proposal Form by employees online
 - 3. Approval or rejection of Shift Swapping Proposal form by employers online
 - 4. Storage of processed Shift Swapping Proposal Forms in the back-end repository for future views

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

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