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PARIS

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TORONTO

BEIJING

Flexible Work Arrangements Workshop

21 April 2015

Workshop Agenda

Welcome Note

9:30 am – 9:40 am

Introduction to Flexible Work Arrangements

9:40 am – 10:10 am

Sharing Best Practices by Leading Employers

10:10 am – 11:10 am

Tea Break

11:10 am – 11:25 am

MEF Work Life Balance Survey Findings

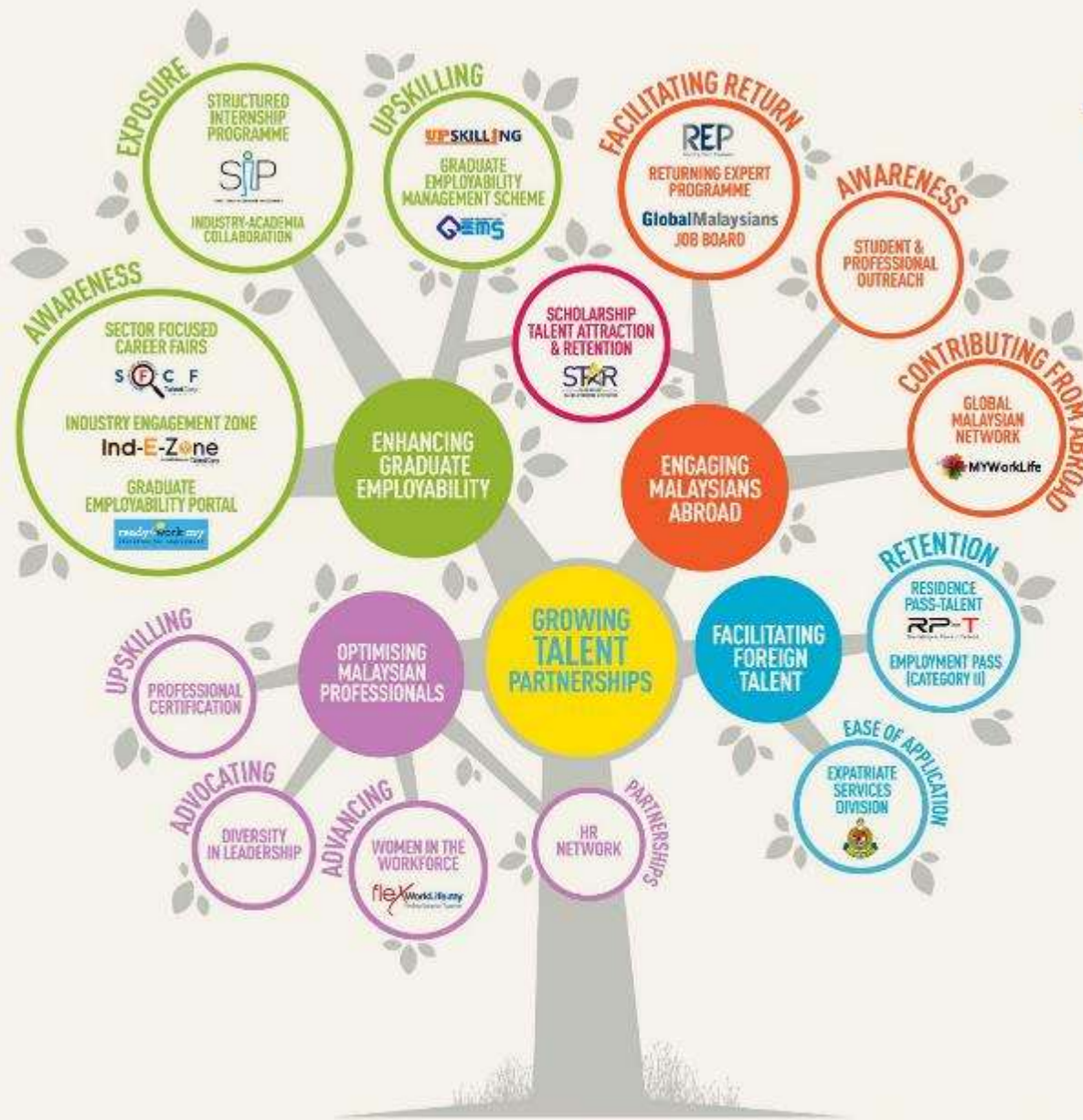
11:25 am – 11:45 am

Breakout Session

11:45 am – 12:45 pm

Summary & Closing

12:45 pm – 1:00 pm



WORKING WITH YOU TO MEET MALAYSIA'S TALENT NEEDS



- Provide an **overview of flexible work arrangements, trends and best practices.**
- Provide an overview of how to **develop a flexible work arrangements business case and implementation plan.**
- Highlight support **materials and tools to assist companies in the flexible work arrangements journey.**

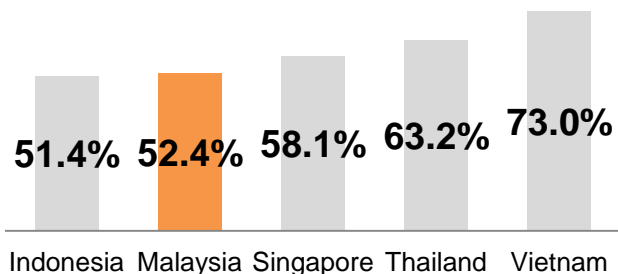
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Women in the Workforce in Malaysia

Women labour force participation in ASEAN

Women Labour Force Participation Rate in 2013¹



49.5%

participation in 2012, lowest in ASEAN

52.4%

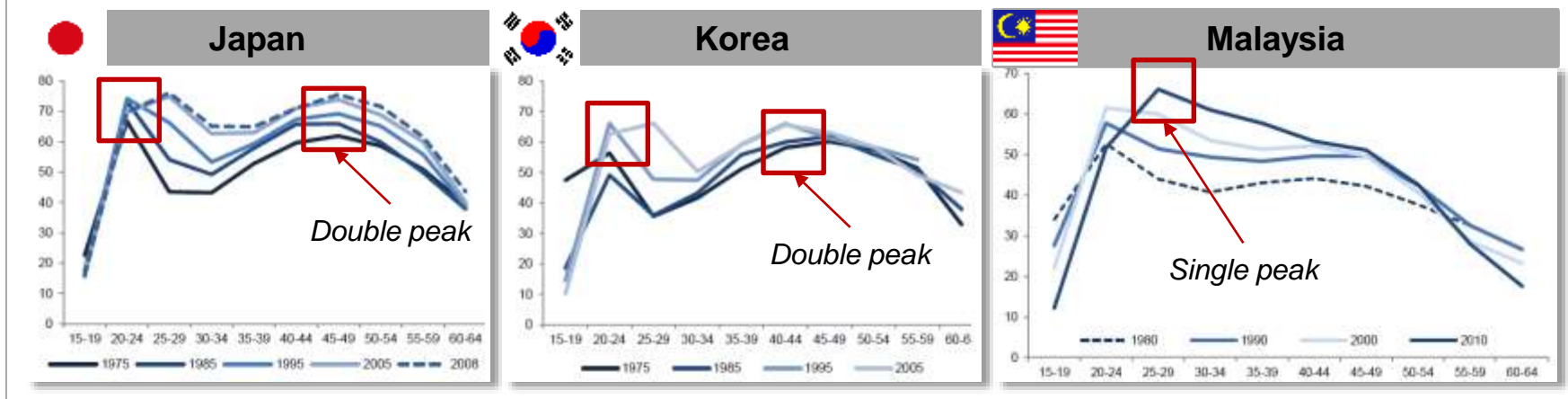
improved in 2013², target is 55% by 2015

70%

public university admission³, only 24% at top management in public listed companies⁴

Women labour force participation rate in Malaysia is single-peaked¹

Women labour force participation by age group, %



1. Department of Statistics for Malaysia, Singapore, Indonesia, Vietnam & Thailand
2. Department of Statistics, Malaysia

3. Utusan Online 15/8/14 citing Pengarah Bgn. Pengurusan Kemasukan Pelajar, Kem. Pendidikan

4. TalentCorp-PwC Diversity in the Workplace Survey 2013

Top 3 Reasons Why Women Leave the Workforce

#1 TO RAISE A FAMILY



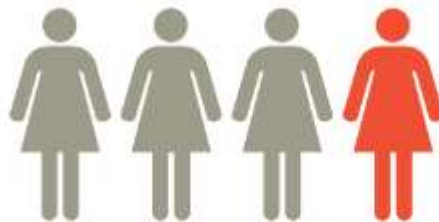
#2 LACK OF WORK-LIFE BALANCE



#3 TO CARE FOR A FAMILY MEMBER



3 OUT OF 4 CITED FAMILY COMMITMENTS FOR **UNDER-REPRESENTATION** OF WOMEN IN SENIOR POSITIONS

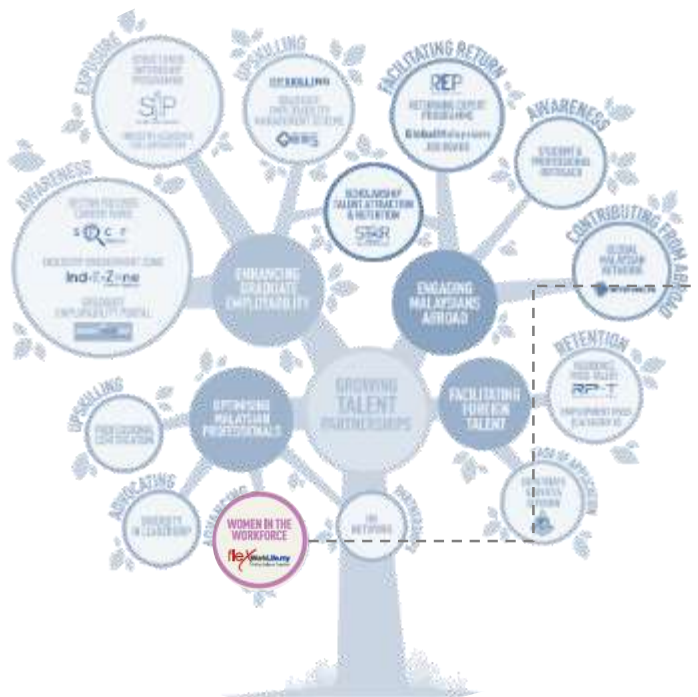


67% want better support for flexible work arrangements to tackle the shortage of women in c-suites and boardrooms.

TalentCorp's Women in the Workforce

TalentCorp's Women in the Workforce initiatives aim to increase women **labour force participation rate in Malaysia**.

TalentCorp MALAYSIA PARTNERING WITH EMPLOYERS



Retain

Retaining women in the workforce through implementation of work life programmes

Return

Bringing women on a career break back to the workforce through Career Comeback Programmes

Rise to the Top

Increasing women representation in senior management positions

What are Flexible Work Arrangements (FWAs)?

Flexible work arrangements refer to work arrangements which provide greater flexibility in the following areas¹:

- a) the **workplace**,
- b) the **scheduling of hours worked**, and
- c) the **number of hours worked**

FWAs aims to **give employees** control over **where and when work gets done**, as well as the **time they choose to work**.



Direct & Indirect Benefits of FWA

“Flexibility isn't an employee benefit or accommodation. It's a business strategy.”¹

Direct Benefits



Reduced **turnover** and **recruitment costs**²



Reduced **unscheduled absences**²



Reduced **travel cost**³



Increased **employee productivity**²

Indirect Benefits



Increased **employee engagement**⁴



Increased access to **right talent**³



Continuity during emergency or crisis (e.g. road closure or pandemic)³

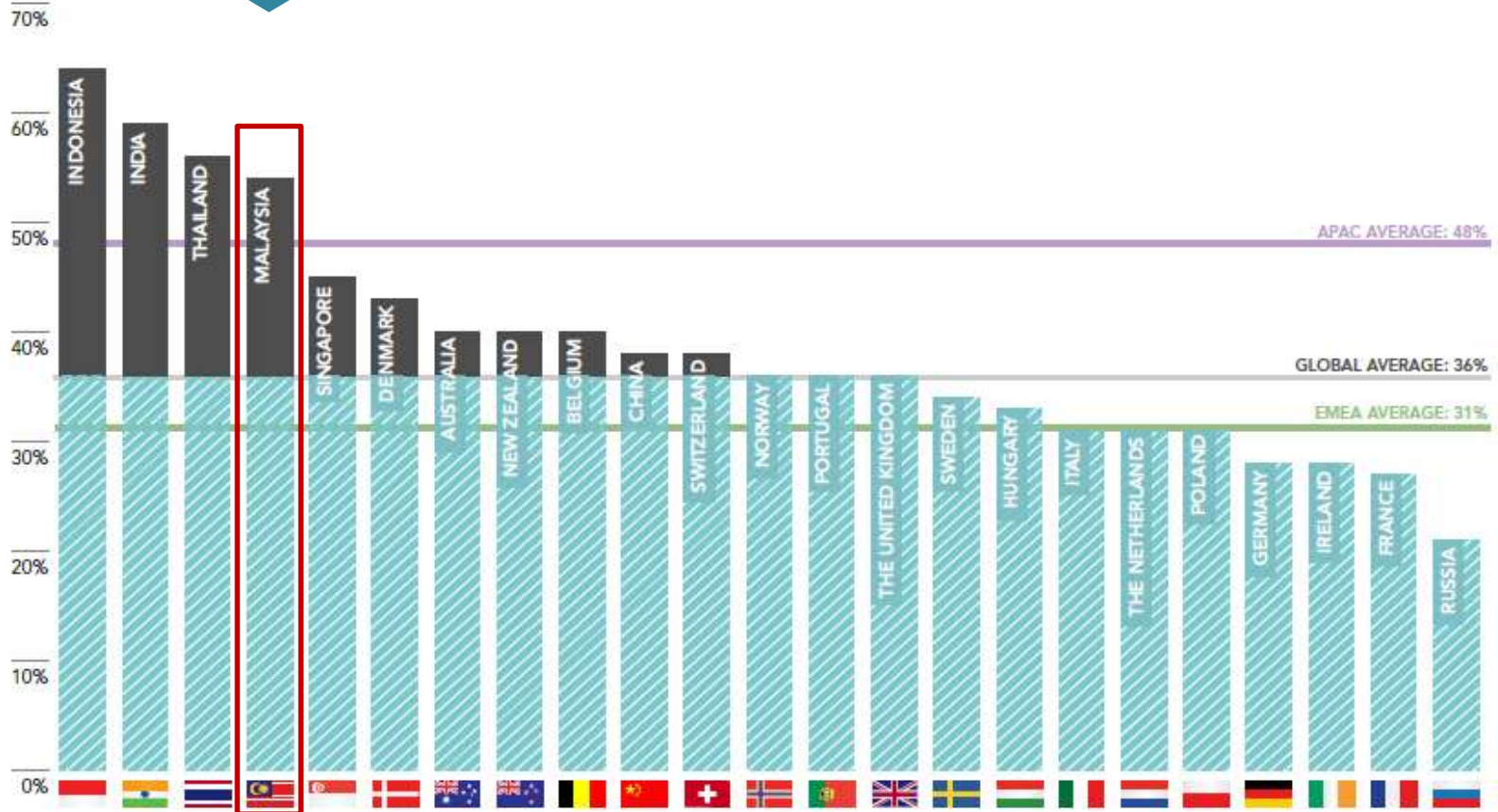


Reputational benefits in the marketplace as employer of choice³

Demand for Workplace Flexibility



More than 50% of employees surveyed in Malaysia would give up higher pay and/or career growth or advancement for **more flexible work schedules**.¹



1. Worker Preferences and Workplace Agility, Kelly Global Workforce Index, 2014

Types of Flexible Work Arrangements

There are various types of FWAs practised by companies however the **most commonly practised FWA includes** :

Flexible Hours & Schedule

Compressed Work Week

Employees' Choice of Days Off

Flexi Hours

Leaving Early from Work

Job Sharing

Project-Based Work

Reduced / Part Time Work

Seasonal Work

Shift Swapping

Staggered Hours

Weekend Work

Flexible Location

Telecommuting

School Holiday Work Arrangement

FWAs in the Malaysian Landscape

In Sept 2013, **63% of KLCI companies participated in a Diversity in the Workplace survey**. The study found that¹ :

Less than 35% of companies in Malaysia implement flexible work arrangements



■ Yes ■ No









*Others : Employee Choice of Days Off, Compressed Work Week, Weekend Work, School Holiday Work Arrangement.



86% of companies on Fortune's 100 Best Companies to Work for in 2014 offer some type of flexible schedule²

1. Diversity in the Workplace, A survey of Malaysian Public Listed Companies, PwC, 2013
2. 5 Ways Companies Can Attract More Women, Forbes, 2014

Global FWA Examples

Company	FWA Type	Programme Name	Launch Year	Employee Category	Example of Benefits
 (Global)	Telecommuting	BT Workstyle Project	1993	70,000 employees globally in 2006	 <p>£725 million savings a year from reduced office estate¹</p>
 (Global)	Shift Swapping & Job Sharing	Fast Adapts	2002	Hourly employees & production Supervisors	 <p>Increased employee satisfaction in 2003²</p>
 (Australia)	Staggered Hours/ Flexi Hours/ Telecommuting/ Reduced Hours	Flexible Work Options	2008	All employees (based on job scope)	 <p>Enhanced the bank's reputation and CEO's standing as family friendly³</p>
 (United States)	Shift Swapping /Flexi Hours/ Reduced Hours	Flexible Work Schedules	1998	Hourly employees & Supervisors	 <p>Reduction in turnover from 50% to 6% by 2002⁴</p>

1. Case study BT Workstyle, BT, 2006

2. Flexible Work Arrangements: Selected Case Studies: Kraft Foods, Georgetown University Law Center, 2006

3. Work-life / Flexibility - Leading practice case studies : Westpac, Diversity Council Australia,

4. Handle With Care, Fast Company, 2002

Examples of Companies in Malaysia with FWA

Flexible work arrangements are written in policy to **ensure fair and consistent practices** across the organisations below :

Malaysian Companies



Global MNC's





Why should companies formalise FWA?

- ✓ **Compatibility** with job function, employee groups and business needs.
- ✓ **Manage complaints** about favouritism, unfair or unequal treatment.
- ✓ **Mitigate dependency** on Supervisor discretion.
- ✓ Enable company **branding and promotion** of a policy.
- ✓ Enable **employee and Manager training** based on policy on how to manage flexible workers.
- ✓ **Enable companies to improve FWA** based on business outcomes and feedback from employees.
- ✓ **Assuring staff that all employees are able to apply** however subject to approval.

Examples of FWA Policies (1/2)

Staggered Hours

Staggered Hours provide employees with the option to vary the start and end working hours in a manner that works best for employees and fulfils the core working hours within a work day (i.e. eight (8) hours per day, excluding 1 hour lunch break).

Flexi Hours

Flexi Hours working arrangement is designed to allow employees to adjust their daily working hours, without altering the standard 40 hour work week. Employees to whom the working schedule applies, may work their ordinary hours within the bandwidth of 7:00 am to 7:00 pm, Monday to Friday, excluding public holidays (or by agreement, 7:00 am to 7:00 pm, Monday to Saturday, excluding public holidays).

Work from Home

A staff member may be able to work from home. Facilities such as a computer terminal, a modem and internet access may be required. Occupational health and safety issues also need to be carefully considered. Refer to the Workforce Management Procedure - Working from Home (under consultation).

School Holiday Work Arrangement

The School Holiday Working Arrangement provides employees with a staggered hour working arrangement during school holidays for working parents with school going children from the ages of 12 years and below. Employees must fulfil the core working hours within a day (e.g. 8 hours per day, excluding 1 house lunch break). Employee's must also fulfil the following criteria to qualify for School Holiday Work Arrangement:

- Job scope must allow for staggered hours
- Demonstrate satisfactory performance with minimal supervision

Examples of FWA Policies (2/2)

2. School Holiday Working Arrangement

The School Holiday Working Arrangement provides employees with a staggered hour working arrangement during school holidays for working parents with school going children from the ages of 12 years and below. Similar to staggered hours, employees must fulfil the core working hours within a day (e.g. 8 hours per day, excluding 1 hour lunch break). Employee working half-day must fulfil a minimum of four (4) working hours from their chosen start time.

Employee's must also fulfil the following criteria to qualify for School Holiday Work Arrangement :

- Job scope must allow for staggered hours (e.g. not applicable to client facing roles)
- Demonstrate satisfactory performance with minimal supervision

The following options are made available to working parents :

- 7:00 am – 4:00 pm
- 7:30 am – 4:30 pm
- 8:00 am – 5:00 pm
- 8:30 am – 5:30 pm
- 9:00 am – 6:00 pm (normal hours)
- 9:30 am – 6:30 pm

Employees must commit to the working hours as agreed with Supervisor on school holiday unless in ad-hoc or emergency situation which should be approved by the Supervisor.

4.1 Flexi Hours

Flexi Hours working arrangement is designed to allow employees to adjust their daily working hours, without altering the standard 40 hour work week. Employees to whom the working schedule applies, may work their ordinary hours within the bandwidth of 7:00 am to 7:00 pm, Monday to Friday, excluding public holidays (or by agreement, 7:00 am to 7:00 pm, Monday to Saturday, excluding public holidays).

There are a variety of options in flexi hours which may be workable for employees and managers as illustrated in the following examples:

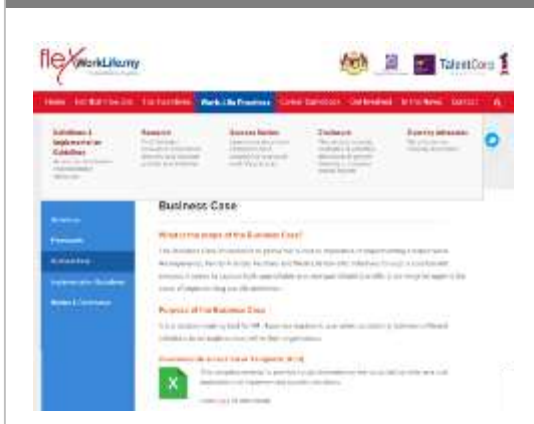
- Fixed starting and departure times that are selected periodically;
- Start and departure times that vary daily;
- Variation in the length of workday (e.g. 8-hour work day, followed by a 7-hour work day); or
- Leaving early from work on specific days only e.g. Friday

Under this working arrangement, employees must be present at work during core hours between 10.00 am to 4.00 pm unless an alternative arrangement is agreed upon with their Manager and HOD. This is to enable managers to establish a consistent schedule and ensure sufficient resources are deployed in the department at the right time. In cases where flexibility is required outside the core hours, approval by the manager is required.

Leveraging flexWorkLife.my Portal for FWA

The flexWorkLife.my Portal contains various support documents to **assist companies in implementing flexible work arrangements**. These include :

Business Case Template



FWA Implementation Guidelines



Research Materials



Company Success Stories in Implementing Work-Life Practices



Company Success Stories on flexWorkLife.my include :



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Focus for Breakout Session

The breakout sessions will focus on **3 flexible work arrangements**.

Flexible Hours & Schedule

Compressed Work Week

Employees' Choice of Days Off

Flexi Hours

Leaving Early from Work

Job Sharing

Project-Based Work

Reduced / Part Time Work

Seasonal Work

Shift Swapping

Staggered Hours

Weekend Work

Flexible Location

Telecommuting

School Holiday Work Arrangement

What is Flexi Hours ?

Flexi Hours

Employees are able to **choose and adjust their daily working hours** as long as they meet the required working hours within a week.



Example : Workweek for Employee A

Core Hours : 10:30 am – 4:30 pm

Day	Working Hours	Hours per Day
Monday	10.00 am – 5.00 pm	6 hours
Tuesday	9.00 am – 8.00 pm	10 hours
Wednesday	10.30 am – 4.30 pm	5 hours
Thursday	9.00 am – 7.00 pm	9 hours
Friday	10.00 am – 9.00 pm	10 hours
Total		40 hours

Note : Hours per Day Excludes Lunch



Tip for Employers

Companies should set 'core hours' to ensure employees are in the office during specific hours.

What is Staggered Hours?

Staggered Hours

Vary the start and end working hours in a manner that works best for employees, fulfilling the core working hours within a work-day (e.g. 8 hours).



Example : Work Schedule of Employees

Employee A

Working Hours Schedule

7:00 am – 4:00 pm

Employee B

Working Hours Schedule

10:00 am – 7:00 pm

Employee C

Working Hours Schedule

8:30 am – 5:30 pm

Employee D

Working Hours Schedule

9:00 am – 6:00 pm

Core Hours : 10:00 am – 4:00 pm



Tip for Employers

Provide flexibility in staggered hours to cater to the different needs of employees (e.g. working mothers may prefer early start and end times, whereas Gen Y's may prefer later start and end times).

What is Telecommuting?

Telecommuting

Provides employees the **opportunity to work from home or anywhere other than the office**, enabled by information & communications technology.

Example : Work Location for Employee A

Day	Location
Monday	Office
Tuesday	Office
Wednesday	Wifi enabled location
Thursday	Office
Friday	Home



Tip for Employers

Employers starting Telecommuting for the first time can start small :

- Allow telecommuting for high performers
- Allow telecommuting 1 day a week/month



Implementing FWA : Breakout Session

21 April 2015

In collaboration with :

Learning Objectives for Today



- Share **journey** and **experience** in implementing FWA
- Provide an **overview** of the **FWA implementation approach**

Flexible Work Arrangements Journey Story

Flexible Work Arrangements Implementation Approach

Flexible Work Arrangements Activity

Q&A

Agenda

FWA Journey Story

Flexible Work Arrangements Implementation Approach

Flexible Work Arrangements Activity

Q&A

How to Start the FWA Journey?

When considering **why FWA is right for your company**, HR practitioners and business leaders must ask :

- ✓ Do you receive requests from **employees for workplace flexibility**?
- ✓ Will FWA **support talent attraction and retention**?
- ✓ How can my **management team** support?
- ✓ How open is the **culture to change** and is there a **culture of trust**?
- ✓ Are there specific roles that do not require a **fixed working time**?
- ✓ How will FWA **impact** the business?








Tips for Employers

- **FWA is not “one size fits all”** so various types of FWA can be implemented.
- Some FWA **do not incur any cost** to your organisation.
- FWA can **start as a small pilot with 1-2 departments** or pilot group.
- **FWA may already be happening** in your organisation informally.

Obtaining Leadership Buy-In through a Business Case

Developing a business case can support HR teams in **illustrating the value proposition** to the business from flexible working. Components of an **effective business case** includes :

Area	Key Questions to Answer	Example of Supporting Data in a Business Case
 Talent Landscape	What are the talent challenges? (e.g. attrition)	<p>The following supporting data can be included in a business case to enhance the talent landscape:</p> <ul style="list-style-type: none">✓ Reasons why employees leave (data from exit interviews)✓ Attrition Rate✓ Leavers Demographic✓ Engagement Survey Scores✓ Feedback from Employees & Managers
 Alignment	How would FWA link with the overall Talent Management plan?	
 Value & Benefits	What would be the value & benefits to the business and employees?	
 Approach & Cost	How will FWA be implemented and are there any costs?	
 Case Studies	Which other companies have FWA?	



Tip for Employers

Employers can consider launching a survey or conducting a focus group to identify employees' needs which can be used to support the business case

Designing a FWA Policy (1/2)

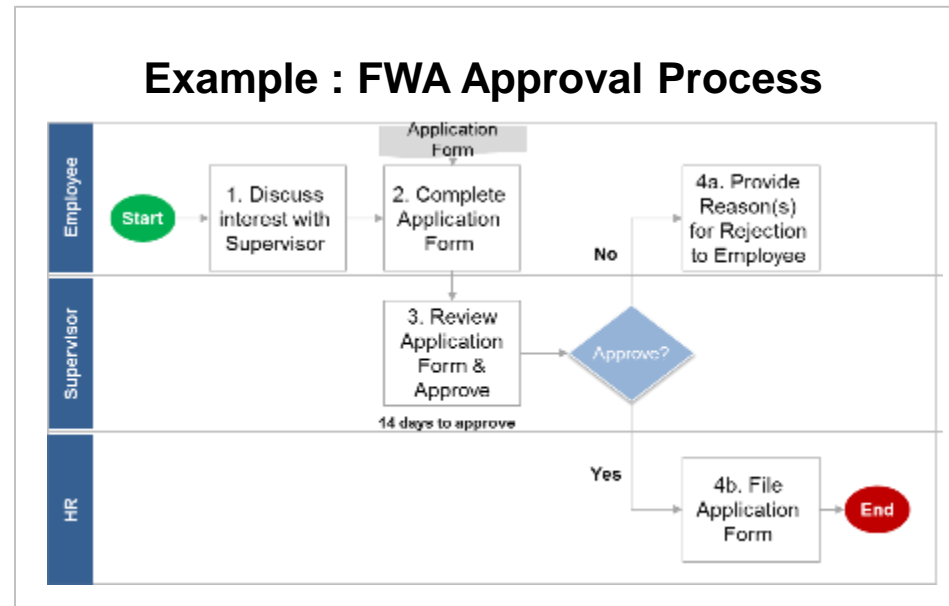
A FWA policy must reflect the **business needs and culture** in order to meet the needs of Line Managers and Employees.

Policy Design Considerations

- ✓ Type of FWA to implement
- ✓ Working Hours
- ✓ Eligibility Criteria
- ✓ Compensation & Benefits
- ✓ Performance Management
- ✓ Approval Process & Approving Stakeholder(s)
- ✓ Tracking Mechanism



Example : FWA Approval Process



Approval process should reflect the culture. If trust is a challenge, Head of Department approval may be required.

FWA Approval Remains at the Discretion of the Manager

	Flexi Hours	Staggered Hours	Telecommuting
Eligibility	<ul style="list-style-type: none"> Applicable to all employees, permissible by job scope Not applicable to customer facing roles Minimum performance rating of 3 (Good) 	<ul style="list-style-type: none"> Applicable to all employees, permissible by job scope Not applicable to customer facing roles Minimum performance rating of 3 (Good) 	<ul style="list-style-type: none"> Applicable to all employees, permissible by job scope Not applicable to customer facing roles Minimum performance rating of 4 (Very Good)
Working Hours	<ul style="list-style-type: none"> Core hours from 10:00 am – 4:00 pm Bandwidth from 7:00 am – 7:00 pm Employees must fulfill the weekly 40 work hours a week 	<ul style="list-style-type: none"> Core hours from 10:00 am – 4:00 pm Employees must fulfil the daily 8 work hours (e.g. 7:30 am – 4:30 pm) Staggered hour options: <ul style="list-style-type: none"> Start time : 7:00 am – 10:00 am End time : 4:00 pm – 7:00 pm 	<ul style="list-style-type: none"> Employees are able to work remotely 4 days a month

Addressing Common Challenges Highlighted by Managers

Understanding Line Manager's concerns on flexible work arrangements can assist HR in **influencing Managers to adopt FWA**. Common challenges from Line Managers include :

Common Queries	Questions to Consider	Recommended Action
I Can't Monitor Employees on FWA	<ul style="list-style-type: none"> • How do Managers monitor their team? • Does the nature of work require the employee to be in the office at a specific time? • Are the work deliverable focused? 	<ul style="list-style-type: none"> • Consider piloting with a small group (e.g. high performers) • Advise Managers they can develop a template to assist track an employee's working hours (for selected FWA only) • Advise Managers that tracking should be deliverable based, not presence in the office
Employees Will Abuse FWA	<ul style="list-style-type: none"> • Are there specific individuals that Managers have concerns will abuse FWA? • Does the Manager have many underperformers in their teams? 	<ul style="list-style-type: none"> • Communicate that FWA is a benefit, not entitlement • Managers can revoke an employee's FWA benefit if it is abused • Managers should review flexible arrangements with employees periodically
FWA is Not Fair to All Employees	<ul style="list-style-type: none"> • How many employees may not be eligible for the proposed FWA and why? • Which demographic of employees have the highest attrition rate and why? • Are majority of the roles client facing? 	<ul style="list-style-type: none"> • Advise Managers that FWA is dependent on the nature of work • Explore a variety of FWA to meet the different needs of employees • Similar to other benefits, some benefits only apply to certain categories of employees whilst FWA is job focused

Communication is Key!

Engagements with line managers is key to ensure that **each Manager has a consistent approach in answering challenging questions** from employees.



Tip for Employers

A FAQ or guide for Managers may be useful to assist Line Managers to effectively explain FWA to their employees.

Agenda

FWA Journey Story

Flexible Work Arrangements Implementation Approach

Flexible Work Arrangements Activity

Q&A

FWA Group Activity

Using a **real-life scenario**, select one (1) team member's company and discuss the following :

- What are their current talent challenges?
- How would FWA benefit the organisation?
- How open is the culture to change and is there a culture of trust?
- What would be the FWA implementation approach (type of FWA, eligibility criteria, timeline)?
- Are there any potential costs to implementing FWA?
- How would you communicate and launch FWA?

You will need to **nominate one (1) person in your team to present the above**. You will have 15 minutes to discuss.



15minutes

Questions?



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TalentCorp can support and advise companies to implement flexible work arrangements in the following areas by sharing relevant templates :



FWA Support

Business Case	Flexible Work Arrangements Policy
Guides for Employees & Managers	Employee Focus Group & Survey
Measurable Outcome	Tracking & Monitoring Templates

Criteria for Support

- ✓ Advise TalentCorp type of FWA and date implemented
- ✓ Advertise vacancies through flexWorkLife.my once FWA is implemented
- ✓ FWA implement case study to be shared on flexWorkLife.my



We want to hear your FWA stories! Let us know if you have already implemented FWA in your organisation.

Post flexiJobs on flexWorkLife.my



If your company offers **part-time** or **flexible work arrangements**, e-mail flexworklife@talentcorp.com.my to find out on how your organisation can post jobs **at no cost** on our portal.

Position Listing

If you do not find a suitable flexjob in the listing below and would like to stay connected with up-coming career opportunities available, please deposit your [resume](#) here.

Job Level	<input type="text" value="All"/>	Location	<input type="text" value="All"/>
Job Function	<input type="text" value="All"/>	Company	<input type="text" value="All"/>
Flexible Work Arrangements	<input type="text" value="All"/>	Work-life Benefits	<input type="text" value="All"/>
Family-Friendly Facilities	<input type="text" value="All"/>		

Post jobs that offer flexible work arrangements at no cost.

Job Title	Company Name	Published Date	Job Level	Job Function
Communication Agent	Sunway Berhad	28 Jan 2015	Executive	Public Relations
Underwriter	Allianz Malaysia Berhad	28 Jan 2015	Executive	Insurance
Technical Support Executive - Call Centre	Symphony BPO Solutions Sdn Bhd	28 Jan 2015	Executive	Technical Support
Customer Service Executive - Call Centre	Symphony BPO Solutions Sdn Bhd	28 Jan 2015	Executive	Help Desk
Room Controller	Sunway Berhad	28 Jan 2015	Executive	Hotel & Hostel
Part Time Spa Front Desk	Thai Odyssey Group Sdn Bhd	28 Jan 2015	Non-Executive/Clerical	Office Management
Sales Manager	Sunway Berhad	28 Jan 2015	Manager	Sales
Assistant Manager - Front Office	Sunway Berhad	28 Jan 2015	Manager	Hotel & Hostel



Life at Work Award Category Winners in 2014

International Organisation



Malaysian Organisation



Lean Organisation



Making a Difference



New Initiatives



CEO Champion





Objectives of HEARTS

Training programmes to train educated housewives in specialised fields and to provide a platform for housewives to acquire new skills to be able to return to work

Target Group

- Married or single women
- Diploma and above
- Educated housewives that have left the workforce
- Age between 30 to 50 years old
- Malaysian citizen

List of training programmes

- Pre-Contract Examination & Takaful Examination Basic (TEB)
- Translation
- Script Writing
- Website Development & Maintenance
- System Application Development
- Research
- Certified Project Management
- Consultancy or Train-the-Trainer



1 Career Comeback Grant

A grant amounting up to **RM200,000 per company** for companies that design and implement a programme targeted to assist women on career break to return to work or hires and retains women returnees.

2 FWA Tax Incentives

Double tax deduction for both **consultancy and training cost** up to max of **RM 500,000**.

3 Training for Women on Career Breaks

Double tax deduction incentive for the **training cost up to RM40,000 per woman** incurred within 12 months of employment commencement.

4 Childcare Centre in the Workplace

Double tax deduction on childcare provision, maintenance and allowances as well as **tax exemption** on statutory income and industrial building allowance.

Visit flexWorkLife.my for More Information!



flexWorkLife.my aims to **build a network of employers and talents to optimise work-life integration.**

The portal has a repository of the **best practices in flexible working arrangements** as well as **family-friendly facilities**. You will also find case studies, **success stories** and **job opportunities** which offer **flexible** working arrangements.

What does flexWorkLife.my offer?



THANK YOU!

SALIKA SUKSUWAN

Head, Industry Partnerships

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