



**FLEXIBLE
WORK
ARRANGEMENTS**

The illustration features five stylized human figures in various poses and colors (light blue, yellow, green) interacting with the large white text. One woman sits on the 'E' of 'FLEXIBLE' with a laptop. A man sits on the 'O' of 'WORK' with a laptop. A man sits on the 'E' of 'FLEXIBLE' with a coffee cup. A man stands to the left of 'ARRANGEMENTS' with a coffee cup. A woman stands to the right of 'ARRANGEMENTS' with a coffee cup. The background consists of large, overlapping blue and orange shapes.

IMPLEMENTATION GUIDE

For some employers, Flexible Work Arrangements (FWAs) is a part of their current Work-Life Practices, having embraced the future of how work is done, and what the workforce of the future expects. For others, it can be an entirely new concept, especially if productivity is still archaically measured on the number of hours employees spend behind their office desks.

As varied as FWAs are, its underlying aim is to reach a balance between personal and operational needs, centred on both performance and productivity. The end goal is to ultimately establish trust between employers and employees, keeping the interests and well-being of both parties aligned.

If there is anything that the COVID-19 pandemic has taught us, it is better to adopt and adapt than to be caught unprepared in the new normal.

Putting It Together

FWAs is not a one-size-fits-all. To help you visualise how FWAs may work for your company's unique needs, the following are real-life examples of how some employers have designed their FWAs programme.

CASE 1

Company A, a first-timer to FWAs, wants to implement FWAs to maximise productivity, as well as to improve work-life integration for their employees.

Scenario	Recommended FWAs	Key Considerations
<p>1. Company A decides to implement Leaving Early From Work as it is utilised on a case-by-case basis, thus reducing the need for constant supervision and monitoring of the FWAs. They kick-start the programme by piloting it with selected high-performing employees in 2 departments. This reduces the time and complexity of the implementation process, and they are able to gain management buy-in by demonstrating quick wins.</p>		<ul style="list-style-type: none"> • Obtain top management support towards the initiative. • Ensure manageable implementation for first time rollout of the FWAs. • Minimal supervision and monitoring of the FWAs.

2. Company A adopts a **Hybrid Work Arrangement** whereby employees are allowed to spend their workday either in the office or home.



- Maximise productivity of employees by allowing them to plan their work locations according to their needs.
- Lower operational cost.

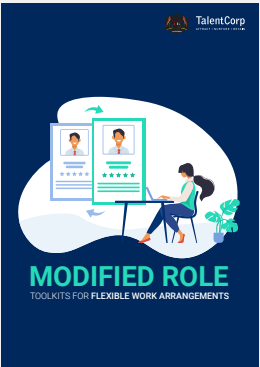
CASE 2

Company B wants to implement FWAs. However, the industry that they are in, i.e. manufacturing, does not typically practice FWAs. They are unsure if it is even feasible to have FWAs in their industry.

Scenario	Recommended FWAs	Key Considerations
<p>1. Company B implements Shift Swapping that allows production line employees in similar roles to swap shifts with each other, allowing them to have more control over their schedules while maintaining operational coverage.</p>		<ul style="list-style-type: none"> • Production line employees cannot work from home. • They are also required to work the standard 9-hour shifts.
<p>2. Company B implements Compressed Work Week for their support office employees, which allows them to work extra hours during Monday to Thursday, in order to earn the Friday off. Employees take turns with the FWAs, which reduces burnout and maintains operational coverage during each week.</p>		<ul style="list-style-type: none"> • Their support office employees are not client-facing, therefore do not have to maintain set working hours every day per week. • They perform tasks that are routine, and focused on completing a set number of deliverables per week.

CASE 3

Company B wants to implement FWAs. However, the industry that they are in, i.e. manufacturing, does not typically practice FWAs. They are unsure if it is even feasible to have FWAs in their industry.

Scenario	Recommended FWAs	Key Considerations
<p>1. Company C introduces a programme, called Path to Parenting which allows employees to work on a Modified Role for a specific duration before returning to their primary job scope. This allows employees to balance their work and personal needs during the adjustment to parenthood, which in return increases talent retention.</p>		<ul style="list-style-type: none"> • Some of their valuable top and middle management are new or expectant parents. • The strain of new parenthood leads to difficulty in managing work-life integration.



Flexible Work Arrangements Readiness Assessment

The following is an assessment to measure your company's readiness to implement Flexible Work Arrangements (FWAs).

For each of the questions, circle **"Yes"** or **"No"** to denote your response to the question.

COMPANY	1. Is your HR operating from your company's central department? (e.g. your HR is in-house, not outsourced nor located in a different region)	YES	NO
	2. Are FWAs in line with your company's values and culture?	YES	NO
	3. Does your company currently practice one or more FWAs?	YES	NO
MANAGEMENT	4. Do members of top management express support for flexible work practices in the workplace?	YES	NO
	5. Do members of middle management express support for flexible work practices in the workplace?	YES	NO
EMPLOYEES	6. Do your employees express the need for more FWAs?	YES	NO
	7. Do you have employees who perform tasks that do not require a fixed location or time?	YES	NO
	8. Do you have employees who are self-motivated, and consistently meet or even exceed performance standards?	YES	NO
HUMAN RESOURCES	6. Are you easily able to implement FWAs without being required to modify legal agreements and/or employment contracts?	YES	NO
	7. Are you able to identify a team, including HR, that could plan and manage the implementation of FWAs?	YES	NO
	8. Does your HR team regularly conduct structured training for the employees?	YES	NO

INFRASTRUCTURE AND PROCESSES	12. Do you have structured HR policies that clearly define the working arrangements?	YES	NO
	13. Are there sufficient resources, such as budget and equipment, to support flexible work arrangements?	YES	NO
	14. Do your processes and systems support flexible work arrangements, instead of limiting flexibility?	YES	NO
Total score: Add the number of “Yes” responses in the right column to determine your FWAs implementation readiness.			

Scoring (number of “Yes” responses):

0 - 4 Your company has a lower level of readiness, and would require **more assistance** to successfully implement FWAs.

5 - 9 Your company has a moderate level of readiness, and would require **some assistance** to successfully implement FWAs.

10 - 14 Your company has a high level of readiness, and is likely to be **successful** at implementing FWAs.

At TalentCorp, we help companies to get started on implementing Flexible Work Arrangements (FWAs). Our team provides **advisory support and sharing of best practices** to help companies manage FWAs challenges, both organisational and people. Whether it's to **implement, enhance, or promote FWAs for your company**, we can support to **deliver a solution that is customised to your business and people needs.**

Want to kick-start your FWAs journey?

Connect with us through email at flexworklife@talentcorp.com.my or visit us at www.flexworklife.my



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