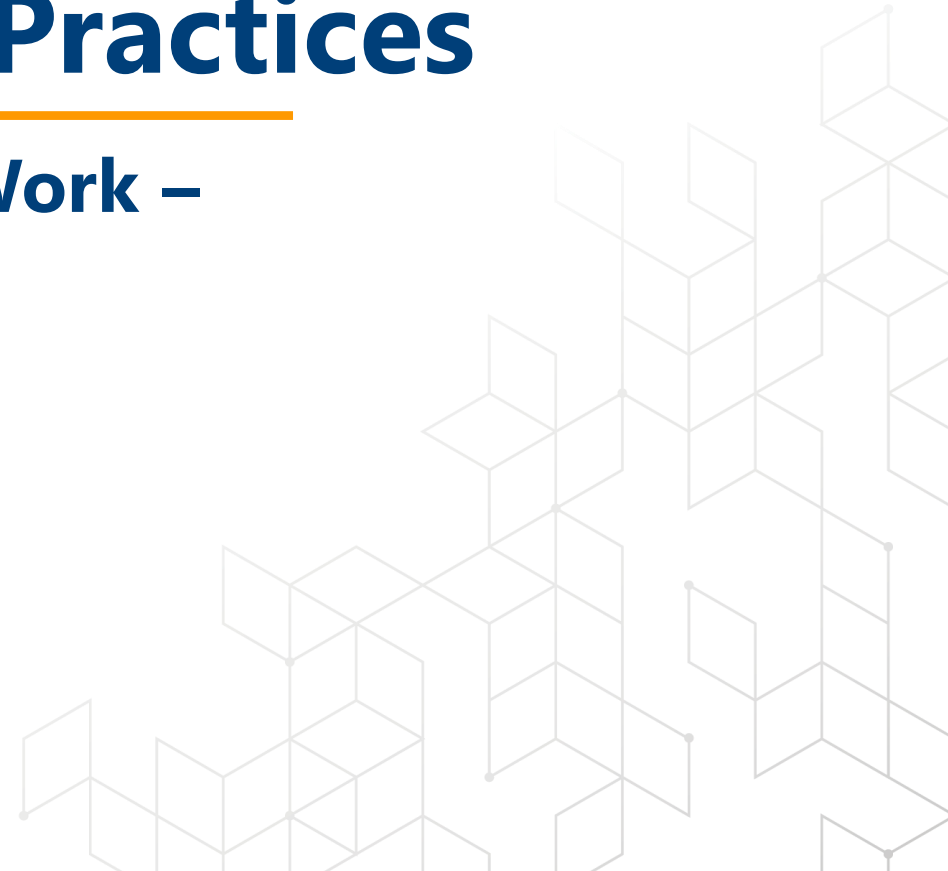


# Malaysia's Workforce Practices

---

## Local Market Trend on Work – Life Practices



# Agenda



Presented by:

**Dalila Tajudin**

**Lead, Flexible Work Arrangement, Work-Life Practices**

Malaysian Professional Talent

**Talent Corporation Malaysia Berhad**

14 November 2022

- 1 Introduction – TalentCorp
- 2 Flexible Work Arrangement- Global and Malaysia Context
- 3 Benefits and Best Practices Sharing
- 4 Challenges and Mitigation Steps
- 5 How We can Help You and What Next



# TALENT CORPORATION MALAYSIA BERHAD



Announced in 10<sup>th</sup> Malaysia Plan.  
Began operations on  
1<sup>st</sup> January 2011

Attract, nurture, and retain  
the right expertise  
to spur economic growth

Who?



Agency under the  
Ministry of Human  
Resources (MoHR)

When?

Why?

To transform Malaysia into a  
Global Talent Hub

What?

Advocate  
**POLICIES**

Introduce  
**BEST PRACTICES**

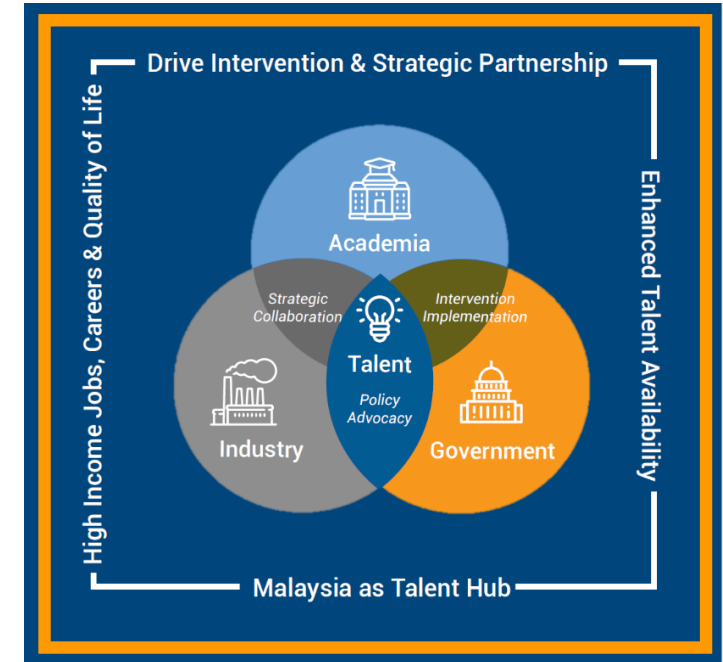
How?

Drive strong & effective  
**PARTNERSHIPS**

Intervention  
**PROGRAMMES**



**TalentCorp**  
GROUP OF COMPANIES



## OUR 3 STRATEGIC THRUSTS

1. **Optimise Malaysian Talent**
  - Ensuring a strong and sustainable demand driven talent pool
2. **Attract and Facilitate Global Talent**
  - Attracting diaspora and foreign talent with requisite experience and expertise that can provide brain gain
3. **Build Networks of Top Talent**
  - Engagement of top talents to foster collaborations and contribution for talent development

## INDUSTRY ENGAGEMENTS

### Critical Occupations List (COL)

Promoting better coordination of human capital policies via data on industry talent demand

#### 1 OPTIMISE MALAYSIAN TALENT

##### Structured Internship Programme (SIP)

Encouraging employers to train local talent for the workforce by providing meaningful and relevant internships

##### Scholarship Talent Attraction and Retention (STAR)

Facilitating JPA scholars to serve their Government bond in the private sector

##### MyASEAN Internship

Providing undergraduates with internship opportunities across ASEAN for global exposure

##### Semester Break Programme (SBP)

Enhancing students' exposure with job market insights through collaboration with industries

##### Young Employable Students (YES!)

A framework of action to increase graduate employability in collaboration with strategic partners

##### Career Comeback Programme (CCP)

Providing advisory services, learning workshops and employment opportunities to reintegrate women back into the workforce

##### Work-Life Practices (WLPs)

Promoting better work-life integration for the future of work, workplace and workforce

### mynext

An integrated talent solution and analytics platform to support talent development initiatives

#### 2 ATTRACT & FACILITATE GLOBAL TALENT

##### Returning Expert Programme (REP)

Facilitating Malaysian professionals abroad to bring home their experiences, skill sets, and intercultural abilities to benefit Malaysia

##### Residence Pass-Talent (RP-T)

Retaining highly skilled expatriates to work and live in Malaysia

##### MYXpats Centre

A one-stop service centre to process and issue expatriates-related passes for eligible expatriates to work and stay in Malaysia

##### Malaysia at Heart (MyHeart)

A seamless and integrated end-to-end process to facilitate returning Malaysians who are not heavily dependent on REP incentives. This includes the building of a comprehensive database for the Malaysian diaspora to better utilise available talent for the national interest

### National Skills Registry (MyNSR)

A central platform as the main reference for the standard of skills to assist in policy coordination

#### 3 BUILD NETWORKS OF TOP TALENT

##### Industry-Academia Collaboration (IAC)

Bridging the gap between industries and universities to ensure the supply of market-ready talent

##### LIFE AT WORK Awards (LAWA)

Celebrating diversity at work for employers with progressive workplace strategies that demonstrate their commitment to Diversity & Inclusion

##### Malaysia Global Talent Advisory Group (MyLead)

A network of global Malaysian and Expatriate industry leaders working together to influence positive outcomes for talent in the country

##### Industry-Talent Advisory Council (InTAC)

A panel of industry leaders serving as a bridge connecting the Government with businesses and other stakeholders. Also as a think tank contributing to policy formulation and the country's overall economic development

##### Women's Agenda Expert Council (WACE)

A centralised platform to increase employability among women talent, starting from graduates to experienced hires



**TalentCorp**  
GROUP OF COMPANIES

**MYX**pati

**TalentCorp**  
ATTRACT • NURTURE • RETAIN

**MYNeXt**

---

# **FLEXIBLE WORK ARRANGEMENTS**

## **GLOBAL AND MALAYSIA**

## **CONTEXT**



# Introduction to Flexible Work Arrangements



## FWA – GLOBAL



Flexible Working Arrangements (FWA) have become part of **the modern workplace**. They are being **globally recognised** and adopted by organisations as a tool to **increase productivity and to better balance the professional and personal lives of their employees**

COVID-19 has brought about unprecedented changes to the workplace and a major shift in where we work, when we work and how we work. Organisations need to respond creatively to safeguard employees and adapt to new ways of working. Organisation now needs to start planning on how to adapt to the new changes by adopting FWA as FWA is here to stay and is the future of work








## FWA IN MALAYSIA

In Malaysia, government has kickstarted the initiative to enable FWA. Some of the initiatives are:

- ❑ **Employment (Amendment) Bill 2021** to enhance protection against discrimination, safeguards well-being, and offers flexible work options for workers
- ❑ **FWA Tax Incentives** introduced by the government under the PENJANA scheme as part of the National Economy Recovery Plan



## WHAT ORGANISATIONS SHOULD DO?

-  Set clear and comprehensive **FWA policies** and procedures
-  Develop and implement formal **methods of logging hours**
-  Develop **guidelines** to create team norms to keep team connected
-  Ensure consistent and effective **communication**
-  Provide **technology infrastructure** and **support**

# Insights on Flexible Work Arrangements

***Making Flexible Work, Work: Towards Better and More Inclusive Work-Life Practices*** report identifies the key factors for successful implementation of FWA implementation



## Key findings from the report are:

- ❑ Timely **perception shift** towards Work-Life Practices in the wake of COVID-19 pandemic
- ❑ Employers who embrace Flexible Work Arrangements sees **increased productivity** and employee's **quality of life by 68%**
- ❑ QOL and productivity benefits were experienced across **gender, age, and childcare-giving categories by 73%**
- ❑ During the highly disruptive MCO period—a worst-case scenario for WFH—both employers and employees nonetheless reported that **productivity was maintained or improved**

**EY's Work Reimagined 2022** research shows that hybrid working and flexibility needs are highly requested by employees and employers are supporting them too

Three most common initiatives that is being practices by the employers in supporting flexibilities are:

**64%**  
Flexi-Hours

**62%**  
Hybrid-Work Arrangements

**52%**  
Subsidy- Home workplace  
setup incentives

- 250 respondents represent Malaysia
- >18% employee respondents from manufacturing industry represented Malaysia
- 16% of employer respondents represented Malaysia are from construction and engineering industries

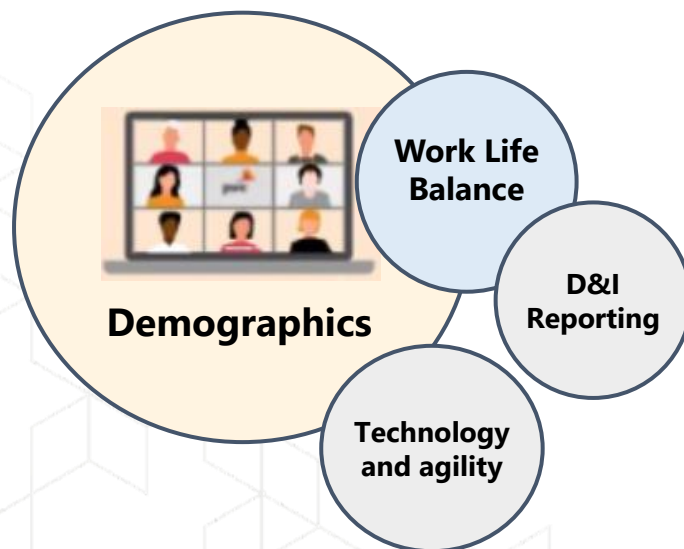


# Macro trends for future of work

There are several macro trends shaping the future of work...

In recent years there has been a fundamental transformation in the way in which we work and we have seen existing trends accelerated rapidly as a result of the COVID-19 pandemic.

## Pre-Pandemic



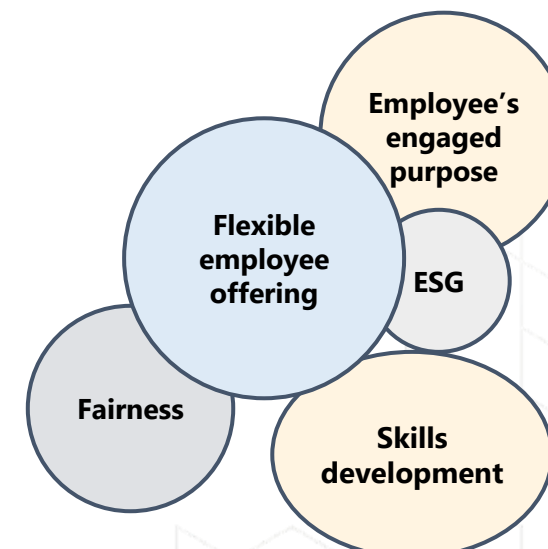
**Continuing** trends

## Accelerated by the pandemic



**Reactive** trends

## Post-Pandemic



**Emerging** trends

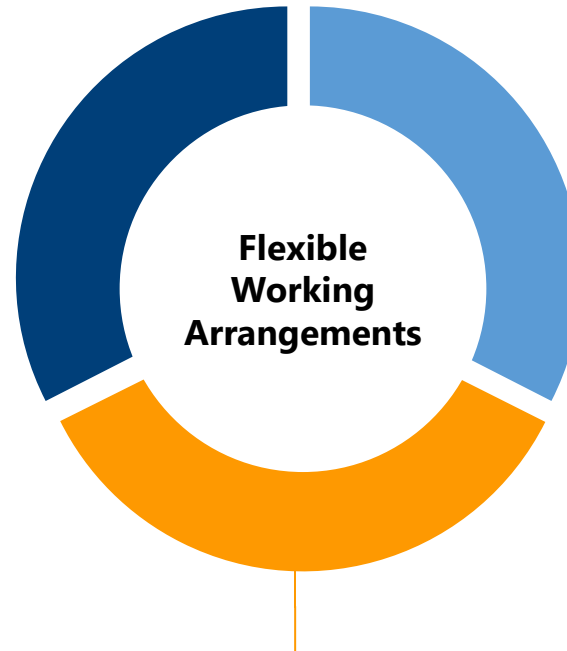


# Types of Flexible Work Arrangement (FWAs)

Flexible Work Arrangements (FWAs) is an arrangement to support employees' work-life integration that highlights the flexibility in choosing when, where and how work gets done.

## Time & Schedule Flexibility

- Staggered Hours
- Flexi-Hours
- Compressed Work Week
- Employee's Choice of Day Off
- Leaving Early from Work
- Shift swapping



## Workload Flexibility

- Modified Role
- Phased Retirement
- Reduced Work
- Seasonal Work
- Job Sharing

## Workplace Flexibility

- Work From Home
- Ad Hoc Work From Home
- Hybrid Work Arrangement

# Types of FWA and Available Toolkits from TalentCorp

FWA are arrangements that aim to provide greater flexibility in the following areas: the workplace, scheduling of hours worked, number of hours worked and flexibility of job roles. There are different types of FWA arrangements that can be implemented in an organisation. TalentCorp has collated and built a few FWA toolkits that can be utilised by organisations in implementing effective FWA

## Job Sharing

Allows two different employees (job sharers) to perform the task of one full-time position



## Compressed Work Week

Allows employees to get time off every/alternative week if the contracted number of hours have been fulfilled



## Phase Retirement

Employees who are approaching have the option of gradually transitioning from full-time schedule & workloads to a more flexible schedule and/or reduced workload



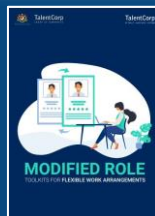
## Leaving Early From Work

Allows employees to leave earlier than the usual end time designated business days by not altering weekly contracted hours



## Modified Role

A customised arrangement in which an employee's role is redesigned, enabling them to work on different responsibilities before returning to their primary role



## Employees Choice of Day Off

Flexibility for employees to determine their off-days with the approval of their immediate supervisors



## Flexi Hour

Flexibility in the number of hours worked per day, provided that the standard 40-hour work week is met



## Staggered Hours

Flexibility in start and end working times, provided that the standard 8-hour work-day is met



## Reduced/Part Time Work

An arrangement whereby an employee works less than the standard full-time hours



## Seasonal Work

An arrangement in which employees work specifically during seasonal/peak periods, or for specific projects to cover additional workloads



## Shift Swapping

An arrangement that enables shift employees to negotiate their working schedules by rearranging shifts among themselves



## Telecommuting

A work-from-home arrangement that provides flexibility in working locations, making it possible for employees to work outside of a traditional office environment



# Benefits of Flexible Working

## Non-Financial



### Increased participation of women in the workforce

**31%** took a career break after having kids due to lack of workplace flexibility

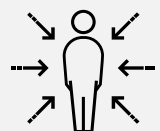
Source: Why long-term flexible work options could be a game changer for women, 2020



### Preference for flexibility in the workforce is addressed

**92%** of millennials want the ability to work flexibly

Source: EY Flex Index Video, 2020



### Higher employee satisfaction rate

**40%** Microsoft Japan reduced the workweek by one day which resulted in increase in productivity

Source: Microsoft Japan Introduced a 4-day week and the benefit went far beyond a long weekend, 2019

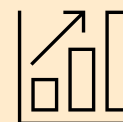


### Wider talent pool outreach

**51%** A Global Talent Trends Report also found that FWAs was a top benefit when attracting candidates

Source: Why Flexible Work Is No Longer Just A Generous Perk, 2019

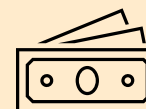
## Financial



### Increased productivity = Higher revenue

**20%+** An IBM survey reported improvement in productivity and cost savings

Source: IBM – Achieving success with a flexible workplace, 2012



### Decreased Capital Expenditure (CAPEX)

**~20% - 40%** per year reduction in real estate related costs (subject to size, location etc. of organisation)

Organisations stand to save **~MYR 30,000 to 45,000** per year on office supplies

Source: The Business Case: How Work Flexibility Can Help Companies Save Money, 2016 and The Benefits of Flexible Working Arrangements – A Future of Work Report, 2012



### Decreased Operating Expenditure



**~20% - 30%** reduction in attrition rate

**Approx. 60%** drop in absenteeism as employees are able to balance work and personal needs

Source: The Benefits of Flexible Working Arrangements – A Future of Work Report, 2012 and How Telecommuting Increases Business Profits, 2020

# Key FWA Challenges among Employer and Employee

## EMPLOYER

- 
- 01 **Difficulty in Monitoring Employees Working Hours**  
Some FWA implementation might create difficulty in monitoring employees' start and end working times. This might result in employees **abusing the arrangement by working less hours**
  - 02 **Decreasing Employee Productivity or Work Quality**  
As employees are not monitored in a traditional office environment, there is a possibility of **procrastination resulting in the delay of work deliverables**
  - 03 **Data and Network Breach**  
As employees operate from home or remote work locations, telecommunication infrastructure could potentially be more **vulnerable to cyberattacks**
  - 04 **Employee Dissatisfaction**  
The arrangement might only be limited to specific individuals or operating unit, and this might result in **dissatisfaction or a sense of lack of fairness** among employees who are not eligible for the arrangement
- 

## EMPLOYEE

- 01 **Negative Career Impact**  
Employees could fear that their **career path and advancement opportunities will be limited due to the new arrangements**. This may cause them to be less engaged or motivated
- 02 **Managing Work & Responsibility**  
Employee might find it **difficult to find the balance between managing work demands and responsibilities** with personal responsibilities while on FWA
- 03 **Lack of Knowledge and Skills Transfer**  
The employee's valuable **skills and knowledge are not retained once they fully retire**, as the skills and knowledge were not recorded and conveyed to those taking over similar responsibilities
- 04 **Technological Disruptions**  
Potential technological disruption could **affect work productivity and timely delivery** of expected work

# Key Success Factors for Implementing FWAs



## PEOPLE

- Ability to identify the **right group of employees** to ensure continued productivity
- **Adequacy of support** given to employees for their health and wellbeing through timely engagement and communication
- Employers and employees should **engage in constant discussions** revolving around the effectiveness of FWAs and adapt where required

## TECHNOLOGY

- Ability to adopt **technology, systems, support and policy** that enable flexible working
- **Connectivity infrastructure, applications, tools, data security and protection**
- Optimisation of **office space and restructuring** of the overall organisation

## PROCESS

- **Proper planning, constant communication and alignment, close monitoring and execution** of FWA
- **Alignment in work processes, roles and responsibilities** with clear performance measurements to deliver business outcomes
- **Formalisation of FWA policies and practices** – the right guidelines to enable talent to work remotely

## CULTURE & MINDSETS

- The underlying **beliefs, assumptions, values and ways of working** that support the uptake of FWA
- The **trust and confidence** of leaders, managers and employees to lead, manage and use FWA
- **Embrace the trust** placed in employees to perform at their best and proactively manage and deliver the required output

# Key Considerations

## What Should I Consider Before Implementing FWAs?

FWA Implementation are not a one-size-fits-all solution that can be applied to every organisation. It has to be tailored to an organisation's pain points, needs, and readiness. On the other hand, some key considerations must also be taken into consideration so that the execution and implementation of FWA can be done holistically and effectively





# FWA@Workplace Programme

- ❑ FWA @ Workplace programme is one of the government's effort **to encourage organisations to adopt FWA** as the way of working
- ❑ This programme is **open to all** sectors and type organisations regardless of sizes to participate



Work



Workplace



Workforce

Pillar  
01



## FWA READINESS ASSESSMENT

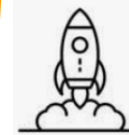
A complementary FWA readiness assessment to assist organisations in **assessing their maturity and readiness of their FWA** focusing on **People, Process and Technology**.



## FWA WORKSHOP

Aims to **equip HR with the technical know-how** to implement FWA in the organisation and learn the **steps of implementing FWA** with the right tools and understand the **role of HR** in building and sustaining the culture of FWA.

Pillar  
02



## FWA IMPLEMENTATION

A **consultation programme** that assists organisations in implementing new ways of working. The consultation will be **tailored to the organisation's needs**.

Pillar  
03



# Call to Action – Next Steps



## SIGN-UP & PARTICIPATE

Sign up for the FWA Implementation Programme via this email:



**fwaworkplace@talentcorp.com.my**

The FWA @ Workplace programme is available from **now until 31 December 2022**

SCAN ME



## REACH OUT TO US

1

If you have any other inquiries, reach us at:



[flexworklife.my](https://flexworklife.my)



**+603-78397000**

2

**Also, reach us via the contact form on the website:**

1. Visit the FlexWorkLife Portal ([flexworklife.my](https://flexworklife.my))
2. Scroll to the bottom of any page to fill in your details for us to contact