3.12 WesBank Flexitime Policy and Process

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9 July 2008

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Application form 9

POLICY AND PROCESS FOR WORKING FLEXIBLE HOURS (FLEXITIME) IN WesBank

1. Introduction

WesBank is committed to the implementation of work practices that find the best possible match between the interests of the organisation and those of the individual employee. In so doing, we are committed to providing employees with family friendly working arrangements such as flexitime that encourage work-life integration. We recognise the benefits of such arrangements to the organisation as well as the employee and that they should be made available to as many employees as possible, subject to criteria and business requirements.

2. Objectives of this document

To provide a new way of working that will allow employees to work pre-arranged times (flexitime) that will suit their individual circumstances whilst ensuring that productivity and customer service levels are maintained.

To position flexitime as a win-win arrangement that benefits both the employee and employer in line with our Employee Employer Value Proposition (EEVP).

To enable employees and the organisation to gain maximum benefit from the efficiencies and effectiveness derived from flexitime thinking and working.

3. What is flexitime?

Flexitime is a variable work schedule that allows employees to have flexibility, within limits, in terms of the times they start and finish work provided they work a set amount of hours. This is in contrast to the traditional work arrangements that require employees to work standard and set hours every day.

Under flexi-time there are typically core periods of the day when employees are expected to be at work whilst the rest of the working day is flexitime. The core period encourages continued connection between employees and offers opportunities for group meetings and communication.

Time flexibility can be built into the beginning, middle or end of the day. Flexitime allows employees to choose when they work to achieve total daily, weekly or monthly hours that the employer requires subject to the necessary work being done and service requirements met.

4. The purpose of flexitime

- 4.1 Flexitime reduces the rigidity of set office hours thus enabling employees to adjust their working day. It is recognized as a valuable method of enhancing the efficiency of employees who would welcome the benefit of more flexible working arrangements.
- 4.2 It encourages work-life integration in line with our EEVP.
- 4.3 It helps to meet the increasing demand for "out of normal hours" service.
- 4.4 It can be matched with peaks and troughs of business demands.

5. The relationship between flexitime, scheduling, rostering and other shift work processes

There are various types of workforce management processes. A high-level definition of workforce management is that it is a process which enables the effective management of resources through the

creation of schedules based on forecasted volumes. Workforce management processes used in Wesbank include flexitime, scheduling, rostering and other shift work processes. This policy document covers flexitime only.

Flexitime applies to people who are not participating in the other types of workforce management. Where scheduling, rostering and formal shift work structures are in place or have the potential to be implemented due to the nature of the business and customer needs, such arrangement will override flexitime.

The reasons for this are that these alternative types of workforce management:

Are predetermined by the business for an agreed period of time. Scheduling and rostering will apply where an individual has to be scheduled to service inbound and/or outbound volumes.

Apply to identified roles and are compulsory to all employees in those roles.

Have to adhere to specific legal requirements.

Business units and departments who are embarking on scheduling, rostering and formal shift work structures will consult with the relevant stakeholders prior to the implementation of such policies.

6. Benefits of flexitime

- 6.1 Helps attract and retain skilled, qualified and talented employees within the external environment of war for talent and skills shortage by allowing them to adapt their working hours to promote efficiency.
- 6.2 Enables the organisation to attract a wider range of candidates who are ignored by more traditional working practices
- 6.3 Improves work-life integration by giving the employee the ability to fulfill both family and work roles.
- 6.4 Improves employee engagement or commitment, which in turn drives discretionary effort, thereby resulting in higher performance.
- 6. 5Results in increased productivity where time previously spent traveling to and from work is used more productively.
- 6.6 Reduces pressure and stress on employees, teams and organisation without increasing headcount and fixed costs. Research shows that when employees are allowed the freedom to choose when they work two or more days a week, stress levels and burnout are reduced significantly.
- 6.7 Helps to ease traffic congestion during peak hours
- 6.8 Increases the capability of self-motivated employees who do not require close supervision.
- 6.9 Results in improved customer service due to employee availability on demand and for longer hours contributing towards customer convenience.
- 6.10 Helps employees who are pursuing their studies

7. Critical success factors

7.1 Change in mindset;

- a) Recognizing and understanding what working flexitime means as well as its impact on the business and employees.
- b) Flexibility from managers who are used to having and seeing their employees in the office from eight to five.
- 7.2 Viewing flexitime as a win-win arrangement that benefits both the employer and employee in line with our EEVP.
- 7.3 Adherence to criteria for flexitime.
- 7.4 Agreement of working hours and expected productivity upfront.
- 7.5 Fairness and transparency of the flexitime policy.
- 7.6 The effectiveness of the talent review forum in decision making.
- 7.7 Effective performance management.
- 7.8 A positive team spirit and goodwill among team members and line managers.
- 7.9 Successful management of flexitime policy

8. Risks of not implementing flexitime

- 8.1 Loss of talent in the following categories of employees:
- a) A huge portion of the workforce may be sidelined by the responsibilities of motherhood or fatherhood purely because of their family commitments which preclude them from the conventional eight to five "time clock" expectations of traditional business.
- b) Employees who require a better work-life balance.
- c) Employees who travel long distances to get to and from the office and may require flexibility to maximize their working hours.
- 8.2 Loss of productivity because of traveling to and from the office during peak hour traffic hours, which may translate into anything up to 4 hours on the road per day, that is time wasted.

9. Criteria for flexitime

Flexitime should be available to as many employees as possible. However, it can only be implemented successfully where operational requirements and the nature of the work allow. Therefore it may not be suitable for all departments, roles and individuals.

- 9.1 Examples of roles that may or may not be suitable for flexitime are given below. This list is intended to provide a guideline and is therefore not exhaustive. Due to operational reasons, roles may be identified in the future as not being eligible to participate in the programme. Final decisions regarding eligibility of roles will be made by the Divisional Talent Review Forum to ensure transparency, fairness and consistency across the Division.
- 9.1.1 Roles that may be suitable:
- a) Project based
- b) Sales and Marketing

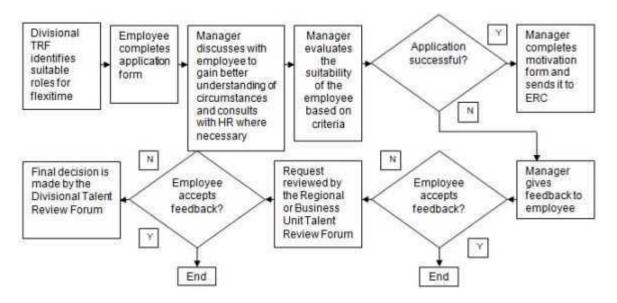
- c) Consulting
- 9.1.2 Roles that may be suitable but with thorough planning based on customer needs:
- a) Call centre
- b) Help desk
- c) Roles that service walk in customers
- 9.1.3 Roles that may not be suitable:
- a) Team support roles where absence from the office will have a negative impact on customer service.
- b) Temporary or contractor roles that are primarily designed to relieve pressure from or support permanent employees.
- 9.2 People who may be suitable for flexitime working should display the characteristics listed below. These characteristics are not automatic qualifiers or barriers where the characteristics are not met. All motivations will be considered in line with operational requirements.
- 9.2.1 Work independently
- 9.2.2 Self starter
- 9.2.3 Output driven
- 9.2.4 Good performers
- 10. Implementation procedure:
- 10.1 Principles of implementation
- 10.1.1 Participation in the programme is voluntary for permanent employees.
- 10.1.2 Flexitime is at the sole discretion of the Bank and can be withdrawn at any time with reasonable notice based on the operational requirements of the business or other reasonable rationale. It must also be noted that the original contract of employment in terms of working hours remains intact. The introduction of flexible working hours will be an addendum to the initial contract of employment with specific reference to working hours. This agreement in terms of flexitime will be reviewed regularly in terms of the business requirements being met.
- 10.1.3 Employees are responsible for ensuring their own accurate recording of times of starting and finishing work in line with Bank and Divisional policies. Regular checks may be carried out by the Bank to validate working hours.
- 10.1.4 Line managers are responsible for the proper operation of the programme and for resolving any related problems. Where a solution cannot be reached at this level, the next level manager and relevant HR Consultant should be consulted and thereafter the appropriate General Manager.
- 10.1.5 The Managers should ensure that operational requirements are taken care of at all times and that offices are adequately staffed throughout normal office hours.
- 10.1.6 Employees should communicate their intended working hours to managers and colleagues.

- 10.1.7 The flexitime schedule should be made available to all team members to ensure operational alignment and to promote transparency, teamwork and customer service.
- 10.1.8 A positive team spirit and goodwill among team members and the line managers are key to ensuring that the programme is mutually beneficial.
- 10.1.9 Strict adherence to the flexitime agreement is critical. Failure to do so as well as falsification of hours worked will be dealt with in terms of the appropriate disciplinary action in line with the Bank's disciplinary code and procedure.
- 10.1.10 Managers who are considering the withdrawal of an individual from the programme or who suspect falsification should consult their HR Consultant immediately. They should jointly ensure that a proper investigation is conducted with views from both the manager and employee taken into account before the withdrawal decision is made. Where the employee disagrees with the withdrawal decision, the issue should be treated as an appeal and follow the appeal process of the Talent Review Forum.
- 10.1.11 Management reserves the right to request an employee to report for duty or attend a Bank meeting/function outside of the flexi hours agreed, for operational reasons. Management will provide the employee with reasonable prior notice in this regard.
- 10.1.12 To enable operational effectiveness and management of flexitime, the employees' direct manager will review the flexitime arrangements bi-annually.

10.2 The Process

- 10.2.1 Divisional Talent Review Forum identifies roles that are suitable to working flexible time.
- 10.2.2 The employee wishing to participate in the flexitime programme applies in writing by completing an application form and submitting it to the manager.
- 10.2.3 The manager discusses the application with the employee to gain a better understanding of the employee's circumstances and consults with their HR Consultant where necessary.
- 10.2.4 The manager evaluates the suitability of the employee to participate in the programme based on the flexitime criteria.
- 10.2.5 The manager and employee discuss and agree flexitime hours upfront. The manager may vary the core and or specify required attendance time for individual employees to accommodate business requirements and customer service obligations.
- 10.2.6 The manager gives feedback to the employee on whether the application is successful or unsuccessful.
- 10.2.7 If the application is successful, the manager completes the motivation portion of the application form and submits it to the Employee Relations Centre (ERC).
- 10.2.8 If the application is unsuccessful, the manager gives feedback to the employee.
- 10.2.9 If the employee does not accept the manager's decision, the request is reviewed by the regional or Business Unit Talent Review Forum.
- 10.2.10 If there is still no resolution, the matter is escalated to the Divisional Talent Review Forum for a final decision.
- 10.2.11 The manager gives the final decision from the Talent Review Forum to the employee.

10.3 Process workflow:



10.4 Flexible working hours

Flexitime arrangements are based on the ordinary working hours of work 44 hours per week or 176 hours per four-week cycle. Employees should not exceed this time without prior approval by their manager in line with the Bank's overtime policy.

Employees working under flexitime must be at work during specified core times unless otherwise agreed by the manager and employee.

As mentioned in the previous section, the manager may vary the core and or specify required attendance time for individual employees to accommodate business requirements and customer service obligations.



Name:		Surnar	Surname:			
Employee number:		Depart	Department/Business Unit:			
Region:		Divisio	Division:			
Level and milestone:			Manager:			
Employee's motivation:						
Employee's signature:				Date:		
I confirm that the above informa	tion is true and	d correct.				
Manager's comments:						
<u>Approval</u>						
Manager's name	☐ Approved	Declined	Signature Date:			
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Regional/Business Unit Talent Review Forum comments								
Regional/Business Unit Talent Review Forum chairperson's name:	Approved	Declined	Signature	Date:				
Divisional Talent Review Forum comments								
Divisional Talent Review Forum chairperson's name:	Approved	Declined	Signature	Date:				