

Contents

1.0 EXECUTIVES SUMMARY	1
2.0 SURVEY METHODOLOGY	23
3.0 PROFILE OF PARTICIPATING COMPANIES.....	29
4.0 POLICIES AND BEST PRACTICES ADOPTED BY COMPANIES DURING ECONOMIC SLOWDOWN	39
4.1 <i>Companies Affected by Economic Slowdown.....</i>	<i>41</i>
4.2 <i>Human Resources Strategies Adopted During Economic Slowdown.....</i>	<i>47</i>
4.2.1 <i>Common Human Resources Strategies Adopted During Economic Slowdown</i>	<i>47</i>
4.2.2 <i>Implementation of Retrenchment, VSS, MSS, Temporary lay-off and Pay-cut as HR Strategies During Economic Slowdown</i>	<i>55</i>
4.3 <i>Reasons for Adopting Selected HR Strategies During Economic Slowdown</i>	<i>61</i>
5.0 PRACTICES IMPLEMENTED BY COMPANIES IN EMBARKING VOLUNTARY SEPARATION SCHEME (VSS).....	71
5.1 <i>VSS Offer to Employees.....</i>	<i>71</i>
5.2 <i>Criteria Used in Considering VSS Application</i>	<i>72</i>
5.3 <i>Communication on VSS Exercise to Employees</i>	<i>85</i>
5.4 <i>Submission of VSS Application</i>	<i>99</i>
5.5 <i>Informing Employee on Status of VSS Application - Accept/ Reject</i>	<i>103</i>
5.6 <i>Notify Labour Department Before VSS Exercise</i>	<i>107</i>
5.7 <i>Termination Notice to Employees Who Were Affected by VSS Exercise</i>	<i>111</i>
5.8 <i>Amount of Termination Benefits Offered to Employees Who Were Affected by VSS Exercise</i>	<i>132</i>

6.0 PRACTICES IMPLEMENTED BY COMPANIES IN EMBARKING MUTUAL SEPARATION SCHEME (MSS)	153
6.1 <i>Criteria Used in Identifying Individual Employee That Would Be Involved in MSS</i>	155
6.2 <i>Mode of Communication Used to Communicate MSS Offer</i>	161
6.3 <i>No. of Week(s) Given to Selected Employee to Respond to MSS Offer</i>	163
6.4 <i>Termination Notice Period Provided to Employees Who Were Affected by MSS Exercise</i>	171
6.5 <i>Termination Benefits Provided to Employees Who Were Affected by MSS Exercise</i>	198
7.0 PRACTICES IMPLEMENTED BY COMPANIES IN EMBARKING RETRENCHMENT EXERCISE	201
7.1 <i>Pre-Retrenchment</i>	203
7.1.1 <i>Whether Retrenchment Exercise Communicated Or Briefed Earlier To Employees?</i>	203
7.1.2 <i>When Retrenchment Exercise Communicated Or Briefed To Employees?</i>	208
7.1.3 <i>Mode of Communication Used to Brief Employees on Retrenchment Exercise</i>	212
7.1.4 <i>Criteria Used to Select Employees That Will be Involved in Retrenchment Exercise</i>	218
7.2 <i>During Retrenchment Exercise</i>	227
7.2.1 <i>Termination Notice (No. of Week(s))</i>	227
7.2.2 <i>Basis of Length of Termination Notice</i>	254
7.2.3 <i>Whether Retrenched Employees Required to Serve Notice Period or Paid In Lieu Of Notice</i>	260
7.2.4 <i>Whether Company Provide One Month (30 Day's) Notice Prior to Retrenchment Exercise to Labour Department?</i>	261
7.2.5 <i>Entitlement To Termination Benefits Due to Retrenchment</i>	265
7.2.6 <i>Whether Termination Benefits on Contractual or Non Contractual Basis?</i>	271
7.2.7 <i>Amount of Termination Benefits (No. of Days/ Year of Service)</i>	282
7.2.8 <i>Items Included In Termination Benefits</i>	298

7.3	<i>Post Retrenchment Exercise</i>	301
7.3.1	Whether Retrenched Employees Will Be Given Priority to be Rehired if Company Has Vacancies	301
7.3.2	Company's Assistance to Retrenched Employees	305
7.3.3	Company's Strategies to Keep Engagement, Positive Attitude and Morale of Remaining Employees	313
8.0	Number Of Retrenchments - Based On Secondary Data (Published Statistics & Media) 319	
8.1	<i>Retrenchment in Malaysia (2010 - September 2016)</i>	321