

CCS Insights:
Retrenchment 8 – Best
Practices for
Communicating Changes
in Benefits

see BEYOND THE NUMBERS

Employee Benefits Changes Are a Fact of Life

Here are Best Practices to help you successfully discuss benefits changes with your employees:

- Communicate early and often
- Honour different communication styles
- Explain the reasons behind any changes
- Provide support and information to all employees

We hope that communication can be benign, in this way, employees can get satisfactory answers to the questions of "Why now?" and "Why is me?"

Undeniable, during corporate restructuring or transformation, two-way communication can at least keep employees to remain positive and productive.

Today, I will share four letters with you about how to tell employees that they will not get a salary increase, a bonus or overtime pay, and also how to let employees know that their working hours are soon to be reduced.

- No Salary Increase
- No Overtime
- Reduced Work Hours
- No Bonus
- Salary Reduction [*To be discussed in our next sharing*]

Templates You Can Use

In our sharing, you will be able to find the samples you need, such as: related letters and forms, your Human Resources department can modify it in order to properly communicate the hiring freeze at your company or the impending changes in employee benefits.

All our sharing is just a reference to you, shall not be concluded as legal documents.

It is strongly recommended that you consult with your legal advisor in relation to your company's unique set of circumstances.



薪酬福利的变更是生活的一部分

在雇主与员工讨论薪酬福利变更时，以下是最佳的做法：

- 尽早沟通
- 尊重不同的沟通方式
- 对于任何薪酬福利的更改，解释其背后的原因
- 向所有员工提供援助和信息

我们希望沟通可以是良性的，因为这对于“为什么是现在？”和“为什么是我？”这类型问题，员工能够得到满意的答案。

无可否认的，在企业整顿或转型的过程中，双向沟通至少能让员工继续保持积极和高效。

今天，我将与你分享四封信，内容涉及如何告诉员工他们不会获得加薪、花红或加班费，以及如何让员工知道，他们的工作时间即将被缩减：

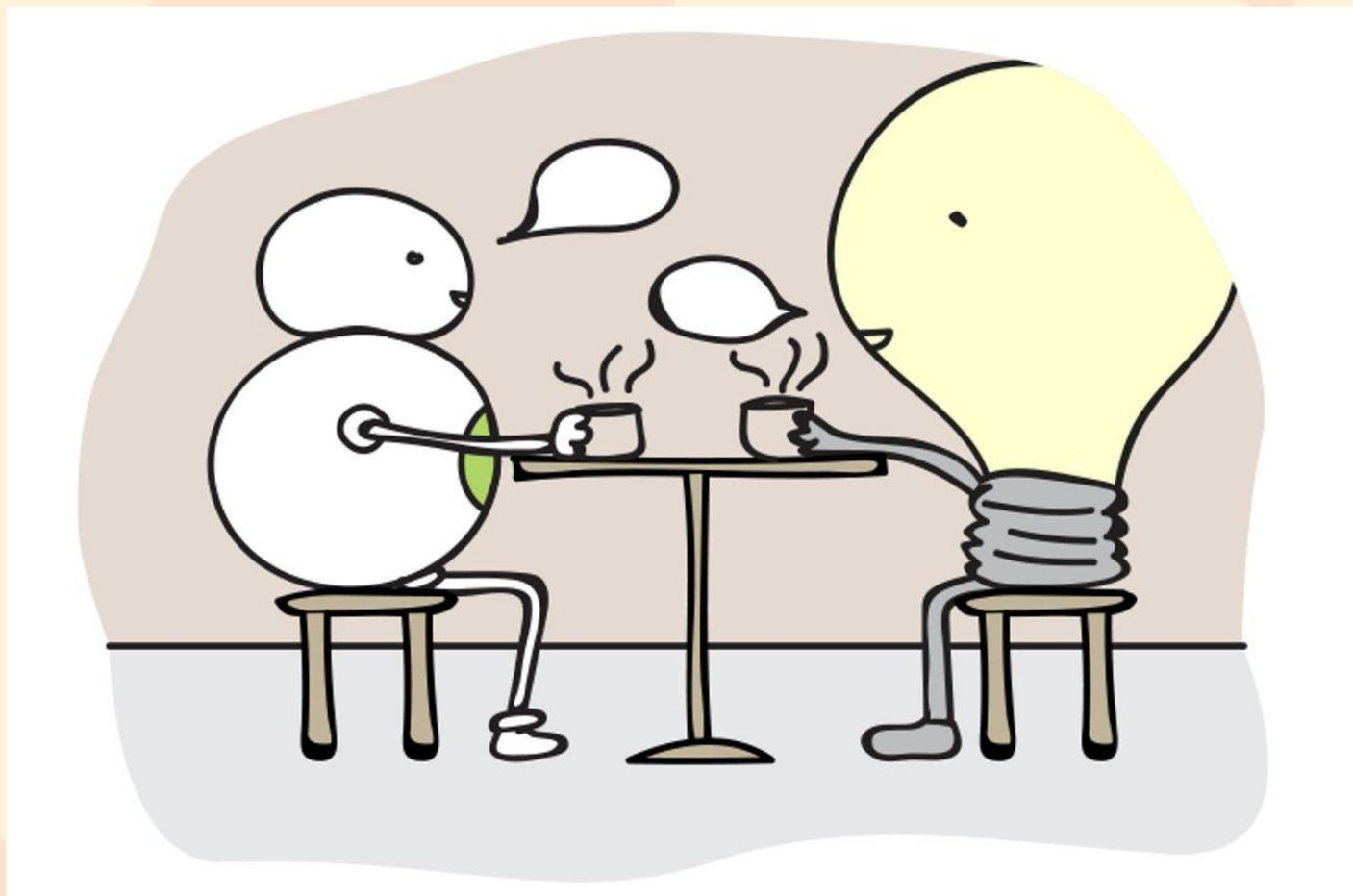
- 冻结加薪
- 冻结加班
- 减少工作时间
- 冻结花红奖金
- 减薪 [我们将在下一篇讨论]

可以使用的模板

在我们的分享中，你将可以找到所需要的样本，如：相关信件和表格。为了更有效地传达公司招聘冻结或即将发生的薪酬福利变更的详情，你的人力资源部门可以自行修改这些信件或表格样本的内容。

所有我们的分享，仅供参考，而非法律文件或看法。

如果你的公司有着独特的情况，强烈建议你向你的法律顾问作出咨询。



No Salary Increase

Dear **employee**:

As you know, the COVID-19 pandemic has caused serious economic damage across the globe. We need to be financially responsible and proactive to ensure the long-term success of our organization. Because of this, our management team has been reviewing our business model to mitigate the impact.

As a result of this review, we have come to a hard but necessary decision. We will freeze salary increment during our performance appraisal this year.

We understand the impact this will have on you, our management team assessed all alternatives, and we feel that this is the best option, and that it will provide the least amount of impact to our employees.

Our management will continue to monitor the company's financial situation and evaluate the ability to raise pay in the coming year.

Thank you for your hard work and contribution to the company. If you have any questions, please contact our human resources manager.

Sincerely,

[**CEO**]

冻结加薪

致员工

如你所知，新冠肺炎疫情和经济不景气，是当下困扰世界各国的普遍问题，也是我们的挑战。为了确保公司能够持续经营下去，我们需要积极主动的去承担更多的财务责任。有鉴于此，管理层一直在审视我们的商业模式，以减轻所受到的影响。

审视的结果是，我们需要做出一项艰难但事在必行的决定，那就是我们会在今年的绩效评估中冻结加薪。

我们知道这会对你产生影响，在管理层评估了所有替代方案后，我们认为这是最好的选择，因为它对员工的影响最小。

我们的管理层将继续监督公司的财务状况，并评估来年加薪的能力。

感谢你的辛勤工作和对公司的贡献。如有任何疑问，请联系我们的人力资源经理。

真诚的,

[总裁]

No Overtime

Subject: No Overtime Allowed Policy

Dear [insert name of employee],

For the last several months, [Company Name] has encountered financial difficulties due to COVID-19 pandemic and economic downturn.

Therefore, in the past month we faced a difficult decision of either reducing the number of our employees or exploring other cost reduction measures so that our employees do not lose their jobs.

After careful consideration, we believe that the best course of action for our company is to no longer allow employees to work overtime.

Please refrain from working overtime and in case the work cannot be completed within the assigned working hours, you need to get the manager's approval in advance of working beyond your allotted hours.

It will be a long time before the economy recovers — and it won't be the same. When we will be able to reinstate previous overtime practices will depend on the time needed for economy recovery.

Sincerely,

[CEO]

冻结加班

事项：加班冻结政策

致：员工

由于新冠肺炎疫情和经济不景气，[公司名称] 在过去的几个月中，遭受财务上的困难。

因此，在过去的一个月中，我们面临着艰难的决定，要么减少员工人数，要么探讨其他降低成本的措施，以使我们的员工不会失去工作。

经过仔细考量后，我们认为最好的方案就是不再允许员工加班。

请避免加班，万一在所分配的工作时间内无法完成工作，需要提前获得经理的批准才能加班。

经济复苏将需要一段很长的时间，而且情况可能会不一样。我们何时能够恢复以前的加班政策，将取决于经济复苏所需要的时间。

真诚的，

[总裁]

No Bonus

Subject: Freeze Bonus for [insert year]

Dear [insert name of employee],

For the last several months, [Company Name] has encountered financial difficulties due to COVID-19 pandemic and economic downturn.

Therefore, in the past month we faced a difficult decision of either reducing the number of our employees or exploring other cost reduction measures so that our employees do not lose their jobs.

After careful consideration, we believe that the best course of action for our company is to eliminate our annual bonuses for each of our employees.

It will be a long time before the economy recovers — and it won't be the same.

We are hoping that next year will be prosperous, and we will be able to reinstate our bonus policy to show our thanks for your hard work and commitment.

Sincerely,

[CEO]

冻结花红

事项：冻结 2020 年的花红

致：员工

由于新冠肺炎疫情和经济不景气，[公司名称] 在过去的几个月中，遭受财务上的困难。

因此，在过去的一个月中，我们面临着艰难的决定，要么减少员工人数，要么探讨其他降低成本的措施，以使我们的员工不会失去工作。

经过仔细考量后，我们认为最好的方案就是冻结今年的花红。

经济复苏将需要一段很长的时间，而且情况可能会不一样。

我们希望明年会很繁荣，到时候我们就有能力恢复花红政策，以感谢你的辛勤工作和承诺。

真诚的，

[总裁]

Reduced Work Hours

[Name]

[Address]

Dear [Mr. /Ms.]:

I regret to inform you that, due to [reason: e.g., lack of budget, lack of work because of Covid-19] in the [department name], it is necessary to implement a reduction-in-force in the form of reduced work hours.

Regrettably, from [effective date], as [post] your work schedule will be reduced by [%] from the original full-time equivalent

Your work schedule will now be [shift hours or working days per week]. As a result, your monthly salary of [RM] will be adjusted to [RM].

If you have any questions about reducing working hours, please feel free to contact our human resources manager [name] at [phone number or email] to arrange a time for discussion.

Regards,

[CEO]

减少工作时间

[名字]

[地址]

致 [先生/小姐]:

非常抱歉地通知你，[部门名称] 由于 [原因：例如，因新冠肺炎而导致公司预算不足、工作不足]，因此有必要减少工作时间。

遗憾的是，从 [有效日期] 起，身为 [职位] 的你，工作时间表将从原有的全职当量减少 [%]。

你的工作时间表将会是 [轮班时间或每周工作天]。同时你 [RM] 的月薪将调整至 [RM]。

如果你对减少工作时间有任何的疑问，请随时通过 [电话号码或电子邮件] 与我们的人力资源部经理 [名称] 联系，以安排时间进行讨论。

问候，

[总裁]

For further consultation, please contact:

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