

BDO CASE STUDIES

Title

Job Redesign and Enlargement for a company in the automotive industry for Talent Attraction & Retention

Problem Statement

The organisation was looking to upgrade their HR function to better support their business and were looking for professional assistance to help with talent attraction, management and retention.

Sector / Industry

Automotive

JR Methodology / Approach for the project

BDO Consultants Pte Ltd was engaged to assist to help with attracting, retaining and grooming critical talents within the organisation, and this was achieved through:

- Developing a customised competency framework aligned with appropriate job grades and salary structure
- Establishing a succession plan using a 9-box grid and equipping identified individuals with a development plan, focusing on prioritising Singaporeans as a core workforce
- Developing a performance management framework tied to organisational performance

Through job redesign and enlargement, employees within the HR department were tasked to take on new responsibilities by working on these newly developed HR policies, allowing them to prioritise and optimise the existing workforce.

Benefits derived / Outcomes achieved

- Increase in job size and value for the employee
- Improvement in productivity within the organisation
- Employees' skills and capabilities within the organisation (as a whole) were enhanced as result of the implementation of the performance management framework, leading to improved career development opportunities



Title

Job Redesign and Elimination for company in the medical devices industry to Enhance Existing HR Practices & Processes

Problem Statement

The organisation's HR function was not streamlined, with the various responsibilities residing with different employees from different teams within the organisation.

Sector / Industry

Medical Devices

JR Methodology / Approach for the project

BDO Consultants Pte Ltd was engaged to professionalise and integrate the enhanced Performance Management System and Training and Development with existing HR practices and processes.

Through job redesign and elimination, BDO helped to clearly define the HR function and redesigned the organisation's first HR role in the company, focusing on talent management and development.

Benefits derived / Outcomes achieved

- Increase in job size and value for the newly appointed HR employee tasked to focus on talent management and development
- Employees' skills and capabilities within the organisation (as a whole) were enhanced as result of the implementation of the performance management framework, leading to improved career development opportunities



Title

Job Redesign and Enrichment for a company in the construction industry to Increase Productivity Within the Organisation

Problem Statement

Having been in operation for many years, the organisation was looking to review the effectiveness of their existing business processes, hoping to increase overall productivity within the organisation.

Sector / Industry

Construction

JR Methodology / Approach for the project

BDO Consultants Pte Ltd was engaged to review the organisation's business processes and provide recommendations to improve them.

Through this process, job roles were enriched through including more value-added tasks for employees, which also allowed them to be more focused on their individual roles.

This led to an overall improvement within the organisation, as the value of the job roles were increased to better support the organisation's needs.

Benefits derived / Outcomes achieved

- Increased job satisfaction with the facilitation of talent development through the enriched job roles
- Increased productivity within the organisation, as enhanced work processes and policies allowed employees to work more effectively