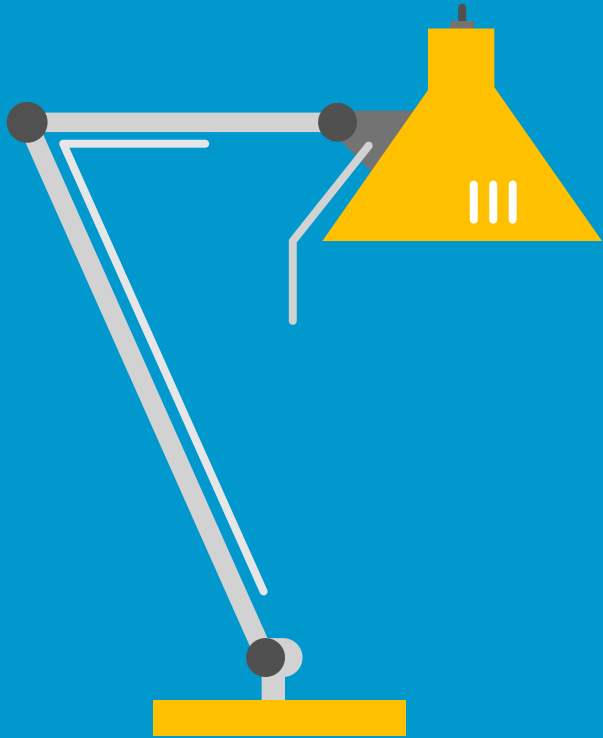




JOB REDESIGN CASE STUDIES

UPDATED AUG 2022

Project Spotlight



- 1. Optimizing Manpower to Overcome Skilled Labor Shortage**
- 2. Multi-Skilling Employees to Reduce Manpower Cost**
- 3. Automating Mundane Task to Create Higher Value-Added Job**

Optimizing Manpower to Overcome Skilled Labor Shortage

PROBLEM STATEMENT

- To provide professional and efficient F&B service to the guests at club floor lounge.
- To improve the service experience and guests' satisfaction at club floor lounge.

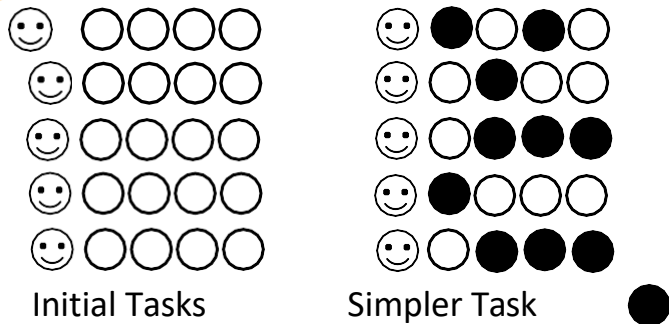
OUTCOMES

- Unstack job tasks from full time to part time employees.
- Higher value-added tasks fulfilled by full time employee and routine/simpler tasks to casual labor.
- Improved employees' morale which leads to higher work productivity.

Implementation-Led Workshop with Project Consultancy

1

Discover & Align

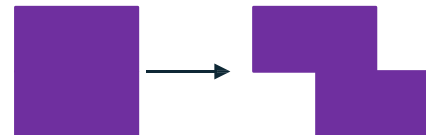


1. Identify Opportunities, Gaps and Pain Points
2. Prioritize Processes for Job Redesign
3. Set goals

2

Define & Develop

UNSTACKING



1. Identify potential solutions and JR opportunities
2. Develop JR implementation plan
3. Analyse skills gaps and suggest training intervention

3

Implement & Sustain



1. Attend training
2. JR implementation

Multi-Skilling Employees to Reduce Manpower Cost

PROBLEM STATEMENT

OUTCOMES

- The Security function is manned by a mix of in-house employees and outsourced contractors.
- The Engineering Department where Technicians belong, is a distinct department from the Security Department.
- There were some overlap of tasks performed by these two job functions e.g. Security Personnel performed scheduled patrolling of the property and Technicians also do scheduled daily routine inspection of the property.
- For hospitality operations, with lean manpower continuing to be the trend, it is a good opportunity to reskill staff during this period

- Job Enrichment: When Technicians carry out daily inspection of the property, they could also complete patrol routes that would have been done by Security Officers.
- Workforce profiling of the impacted roles, process mapping, skill gap analysis and change management initiatives were completed.
- Two Technicians were assessed to have the potential to take up the enriched role and were sent for the WSQ Security Module.
- Work trial was conducted.
- Increased flexibility in cross deployment across Engineering and Security Department.
- Improved career development
- 12% reduction in Outsourced Security Officers, reducing the cash layout for the property.

1

Discover & Align

Project Focus Group

1. Insights gathering from key stakeholders, exchange ideas and decide on best fit strategy
2. Agree on solution co-creation parameters

Strategic Workforce Planning Masterclass with Project Consultation

1. Identify talent needs associated with the organization's future goals
2. Establish a strategy to ensure the organization has the right mix of talent, technologies and employment models to reach these goals.
3. Build a future ready pipeline of skilled workers

2

Define & Develop

Job Analysis and Design Masterclass with Project Consultation

1. Collect data on current situation
2. Define Problem Statement
3. Set goals
4. Identify potential solutions and JR opportunities
5. Develop JR blueprint for implementation
6. Analyse skills gaps and suggest training intervention

3

Implement & Sustain



1. Check-in sessions with consultant

PROBLEM STATEMENT

- Accounts Payable (AP) processor spent **unproductive time** to:
 - Check with verifier
 - Process decentralized billing addresses
 - Monitor approval status and follow-up with DOA approvers by manual reminders.
 - Download the required information for Bank Signatories.

OUTCOMES

- Process flow was improved for
 - Verifier to verify information before sending to AP processor to reduce lead time for DOA approver.
 - Centralized billing address.
- Self-service portal for approval with auto-trigger email reminder.
- Introduce Host-to-Host Bank Connection. Bank Signatory reviews invoices and approves payment on the same platform.
- **Upskill** and **reskill** AP Processors to take on new roles such as:
 - Conduct comprehensive financial checks on potential vendors
 - Collate interested Third Party Transactions information
 - Participate in process improvement projects
- Meaningful and enriched work experience for employees leading to higher job satisfaction.
- Improvement in productivity and reduced operating or manpower costs.

1

Discover & Align

Project Focus Group

1. Insights gathering from key stakeholders, exchange ideas and decide on best fit strategy
2. Agree on solution co-creation parameters

Strategic Workforce Planning Masterclass with Project Consultation

1. Identify talent needs associated with the organization's future goals
2. Establish a strategy to ensure the organization has the right mix of talent, technologies and employment models to reach these goals.
3. Build a future ready pipeline of skilled workers

2

Define & Develop

Job Analysis and Design Masterclass with Project Consultation

1. Collect data on current situation
2. Define Problem Statement
3. Set goals
4. Identify potential solutions and JR opportunities
5. Develop JR blueprint for implementation
6. Analyse skills gaps and suggest training intervention

3

Implement & Sustain



1. Check-in sessions with consultant



THANK YOU!

For Enquiries, Please Contact:

NTUC LEARNINGHUB CORPORATE SALES



corpsales@ntuclearninghub.com