

HEALTH WEALTH CAREER

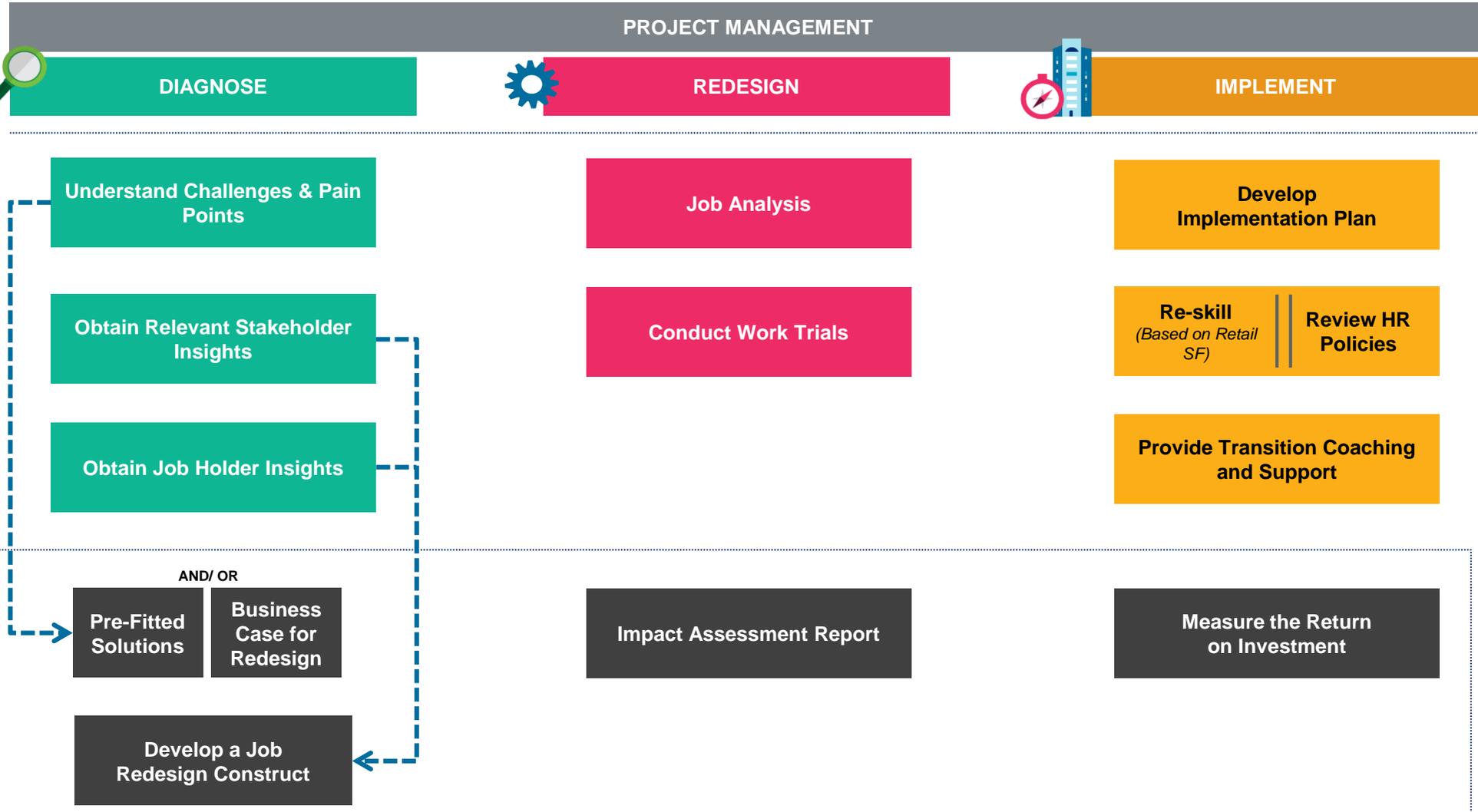
RETHINK RETAIL. ADVANCE CAREERS
RETAIL JOB REDESIGN FRAMEWORK

SIMPLIFIED GUIDE AND TEMPLATES

[Project commissioned by Enterprise Singapore and Workforce Singapore]

HOW TO CONDUCT JOB REDESIGN

3-STEP PROCESS



JOB REDESIGN GUIDE

Project Management: Before you get started...

KEY FOCUS AREAS

#1



VALUE A **PARTNERSHIP MODEL**; BE **OPEN & TRANSPARENT** WITH BOTH BUSINESS LEADERS & JOB HOLDERS

#2



HAVE AN **OPEN MIND** AND **EMBRACE CHANGE**

#3



BE **FLEXIBLE** AS BUSINESS PRIORITIES SHIFT IN TIMES OF RAPID SECTOR TRANSFORMATION

Proposed roles & responsibilities to foster successful partnership amongst the identified project team members:

STEERING COMMITTEE

- Composed of **senior management team**
- Responsible for oversight, control and key project decisions
- Meets every ~4 to 5 weeks when endorsements are required
- Helps resolve issues, approves changes and offers guidance and direction
- Maintain oversight on overall change management process

PROJECT SPONSOR

- A **business representative** (i.e. CEO, GM)
- Project champion who receives regular updates
- Approves project's goals and objectives
- Attends regular project review meetings
- Provide advisory to the project team members pertaining to organisation-specific contexts

PROJECT MANAGER

- A **business representative who is familiar with operations** (i.e. both store-front and back of house) and/ or a HR personnel
- Primary contacts for day to day management
- Maintain master plan and schedule
- Coordinate project efforts to ensure integration
- Review and present recommendations
- Drive change management activities

RELEVANT STAKEHOLDERS

- Job holders' supervisors
- Provide feedback through engagement sessions (i.e. Focus Group Discussions and/ or informal conversations)

PROJECT TEAM MEMBERS

- A team of **business representatives who are familiar with operations** (i.e. a mix both store-front and back of house expertise)
- Coordinate with key stakeholders across the organisation
- Drive project activities ranging from analysis to logistics support
- Highlight risks/ issues and mitigating measures

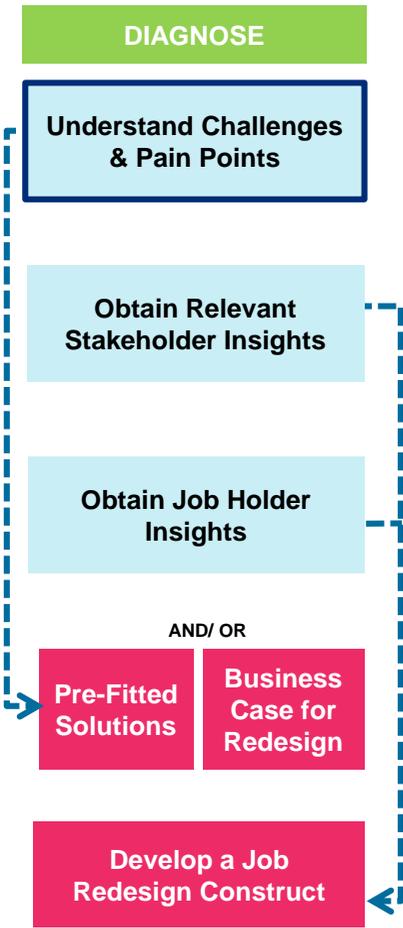
JOB HOLDERS

- Incumbents for which are job holders of selected roles
- Provide feedback through engagement sessions (i.e. Focus Group Discussions and/ or informal conversations)

NOTE: For retailers with a smaller resource pool, certain roles could be combined. The project manager can double hat and play the role of the project team member, while the project sponsor role could be part of the steering committee.

JOB REDESIGN GUIDE

Understand Challenges & Pain Points



Objective

- Obtain a sense of business/ work processes that are potentially deficient
- Formulate hypotheses to focus on areas of optimisation

Approach

- 2-pronged approach looking at both processes and job-holder perspectives:
 - Which processes are sub-optimal?
 - Which processes have the greatest impact on the customers?
- **Processes**
 - Which processes are sub-optimal?
 - Which processes have the greatest impact on the customers?
- **Job:**
 - Which work processes are most labour-intensive, time consuming and costly?

Relevant Data

- Process maps
- Customer satisfaction database
- Technology disruptions

PERSPECTIVE #1: PROCESSES

SUB-OPTIMAL

- Duplication of efforts
- Fragmentation of processes

IMPORTANCE

- Identify processes that have the greatest impact on customers.
- Obtain feedback from customers about their most important issues, such as cost, on-time delivery or product features.

PERSPECTIVE #2: JOB

Which work processes are most **labour-intensive**?

Which work processes are most **time-consuming**?

Which operations are the most **costly**?

Which work processes are **repetitive, redundant and mundane**?

Which jobs are impacted by the **evolution of technological advancements**?

Which jobs have the **highest impact on customer experience/ satisfaction**?

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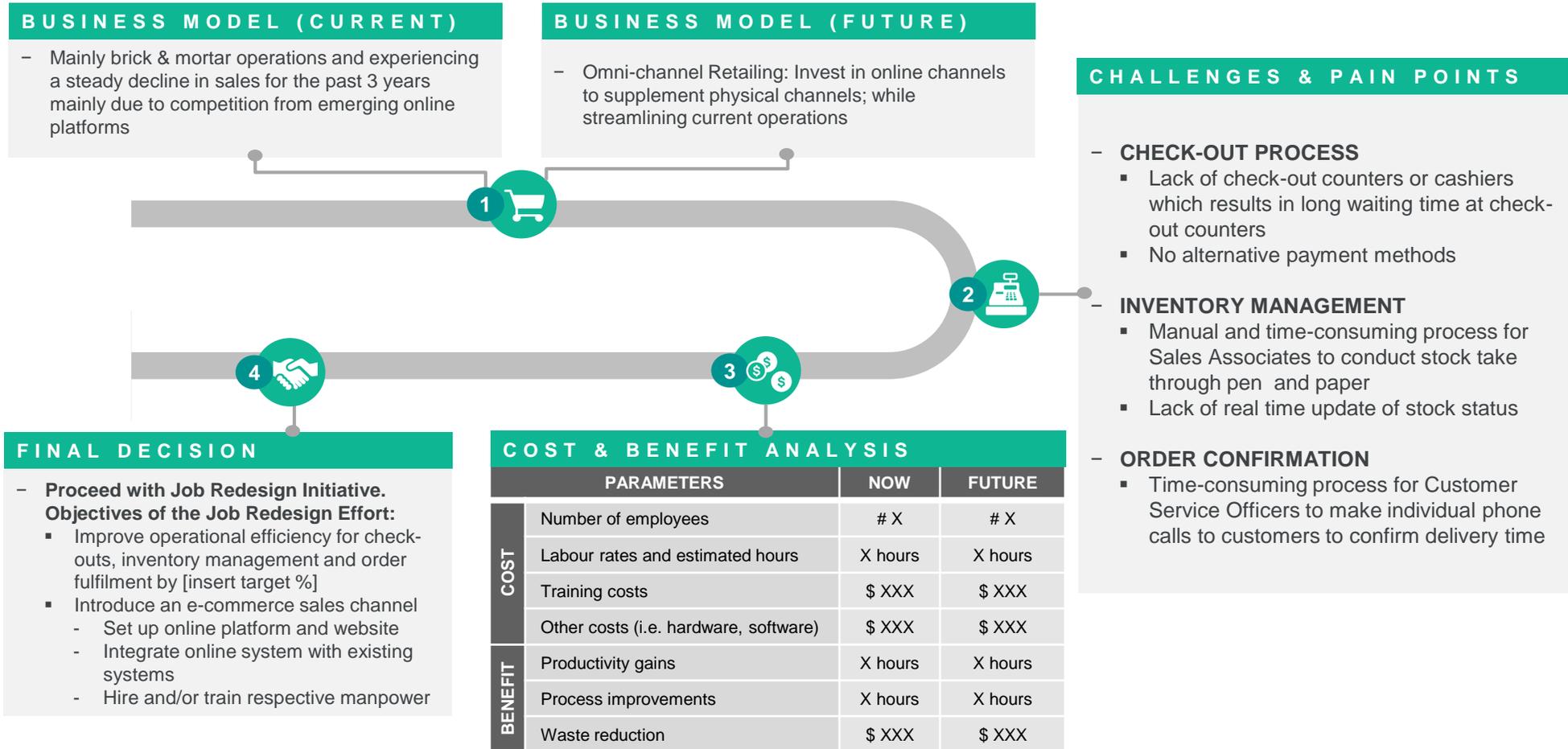
Developing a Business Case



JOB REDESIGN GUIDE

Developing a Business Case

ILLUSTRATION



JOB REDESIGN GUIDE

Developing a Business Case – Template

BUSINESS MODEL (CURRENT)

– [insert content]

CHALLENGES & PAIN POINTS

– [insert content]

COST & BENEFIT ANALYSIS

PARAMETERS		NOW	FUTURE
COST	Number of employees	# X	# X
	Labour rates and estimated hours	X hours	X hours
	Training costs	\$ XXX	\$ XXX
	Other costs (i.e. hardware, software)	\$ XXX	\$ XXX
BENEFIT	Productivity gains	X hours	X hours
	Process improvements	X hours	X hours
	Waste reduction	\$ XXX	\$ XXX

BUSINESS MODEL (FUTURE)

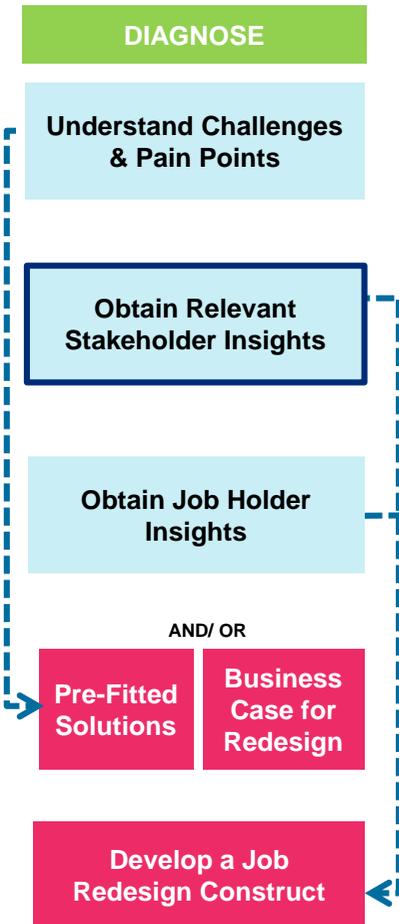
– [insert content]

FINAL DECISION

– [insert final decision]

JOB REDESIGN GUIDE

Obtain Relevant Stakeholder Insights



Objective

- Understand the selected jobs and consider all elements during the redesign process

Approach

- Conversations with job holders' supervisors and/ or business leaders may be conducted through Focus Group Discussions and/ or informal conversations
- Gain perspectives regarding:
 - How the job can be designed differently to steer towards productivity improvement
 - How technology/ non-technology solutions can alleviate difficulties faced
 - How the job can be designed to build new skills/ capabilities

Relevant Data

- Input/ feedback from job holders' supervisors and/ or business leaders

Sample stakeholder interview guide:

A

UNDERSTAND OPPORTUNITIES FOR JOB REDESIGN

- What is your understanding of “job redesign”? Given some of the constraints your employees face on a daily basis, please provide specific examples of what you think “job redesign” means to you.
- In your opinion, are there any specific jobs or types of activities in your functional area that is particularly critical towards a job redesign effort? Why so?
- What are some possible technology/ non-technology solutions that can be implemented as part of a job redesign effort?
 - What are some quick-fixes that can be done?
- What type of capabilities do employees need to have to facilitate a successful job redesign effort?

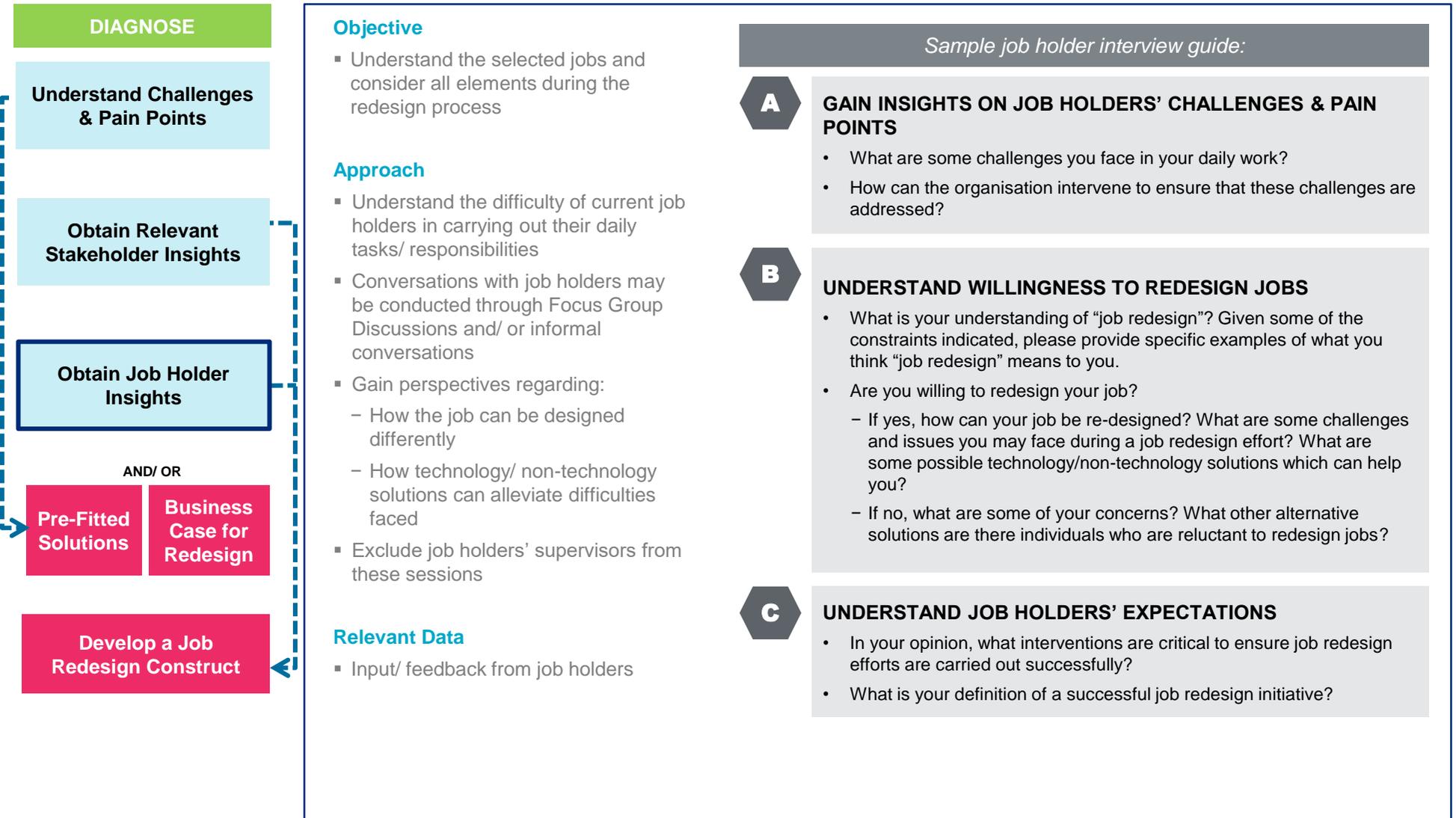
B

MAXIMISE JOB REDESIGN OPPORTUNITIES

- How would these efforts benefit the organisation as a whole (i.e increased productivity, reduced cost, reduced time spent)?
- What are some key considerations the organisation must be aware of when redesigning jobs?
- What are some critical success factors in ensuring a job redesign implementation achieves the desired outcomes?
- Based on your understanding of the organisation's culture, what are some critical factors in managing stakeholders and communication efforts to ensure smooth, execution of job redesign initiatives?

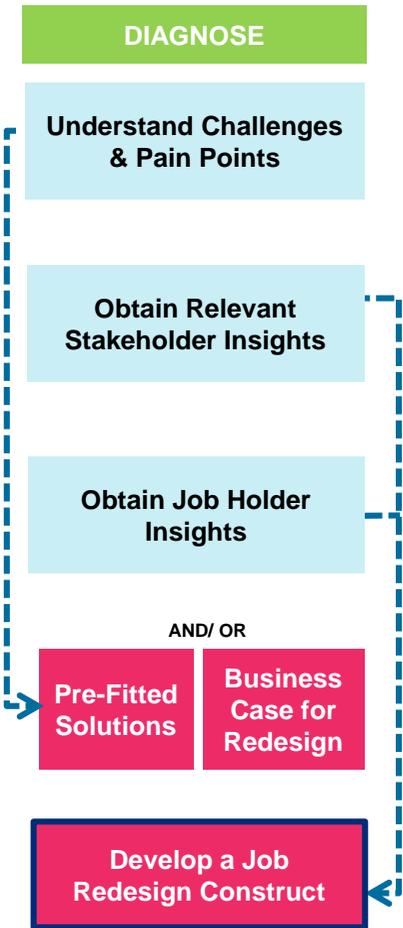
JOB REDESIGN GUIDE

Obtain Job Holder Insights



JOB REDESIGN GUIDE

Develop a Job Redesign Construct



Objective

- Develop a documented job redesign construct based on information gathered in Steps 6, 7 and 8 prior to entering the job redesign process

Approach

- Document the business case and planned effort before committing investments and resources to the exercise

Relevant Data

- Business context
- A list of functional areas/ jobs to be redesigned
- A detailed business case for the redesign process along with a list of assumptions made to derive at the go-forward decision

OUTCOMES OF STAKEHOLDER & JOB HOLDER INSIGHTS



Job Role Description: Responsible for achieving sales, delivering service and operations excellence. He/ She also engages in innovation and productivity initiatives for the store.

STAKEHOLDER INSIGHTS

- XXX
- XXX

JR OPPORTUNITY AREAS

- XXX
- XXX

JOB HOLDER INSIGHTS

- XXX
- XXX

JR OPPORTUNITY AREAS

- XXX
- XXX

Illustrative Output



Develop a Job Redesign Construct

DETERMINE KEY OPPORTUNITY AREAS THROUGH STAKEHOLDERS' INSIGHTS & JOBHOLDERS' INSIGHTS

ILLUSTRATION

JOBHOLDERS' INSIGHTS:

Issue	Inputs
Check-outs	<ul style="list-style-type: none"> Long waiting time at check-out counters Customers are not receptive towards self check-outs
Inventory Replenishment	<ul style="list-style-type: none"> Time consuming process to replenish inventories Lack of tools and technology to keep track of inventory movements
Customer Service	<ul style="list-style-type: none"> Would prefer to spend more time on product advisory than non value-adding activities such as manual inventory count and replenishment



STAKEHOLDERS' INSIGHTS:

Stakeholder	Inputs
Customers	<ul style="list-style-type: none"> Long waiting time for check-outs Self check-outs are unavailable
Head of Retail Ops	<ul style="list-style-type: none"> Manual re-stocking process which is time-consuming Lack of role clarity between Sales Associates & Cashiers
Vendors	<ul style="list-style-type: none"> Manual process to submit invoices which results in delayed payments



OPPORTUNITY AREAS FOR SALES ASSOCIATE:

	Opportunity Areas
1	<ul style="list-style-type: none"> Delineate overlapping job responsibilities between Store Supervisor and Sales Associate
2	<ul style="list-style-type: none"> Employ technology to reduce labour hours spent on stock take
3	<ul style="list-style-type: none"> Create clear segmentation of responsibilities between Sales Associate and Cashier

JOB REDESIGN GUIDE

Develop a Job Redesign Construct - Template



DETERMINE KEY OPPORTUNITY AREAS THROUGH STAKEHOLDERS' INSIGHTS & JOBHOLDERS' INSIGHTS

JOBHOLDERS' INSIGHTS:

Issue	Inputs



STAKEHOLDERS' INSIGHTS:

Stakeholder	Inputs

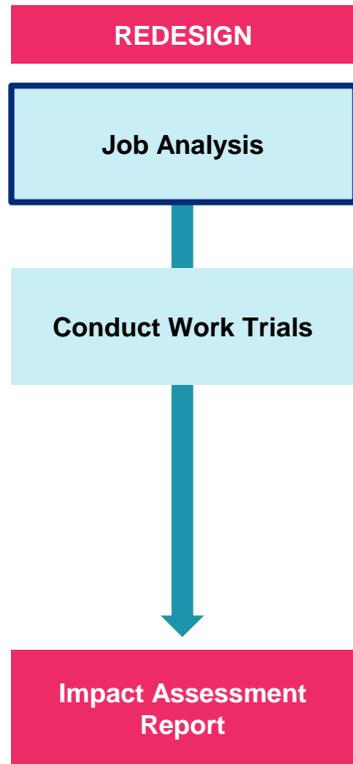


OPPORTUNITY AREAS FOR [insert job]:

	Opportunity Areas
1	
2	
3	

JOB REDESIGN GUIDE

Job Analysis



Objective

- Understand gaps between current and targeted jobs/ skills
- Identify opportunities to reallocate tasks and processes for specific jobs

Approach

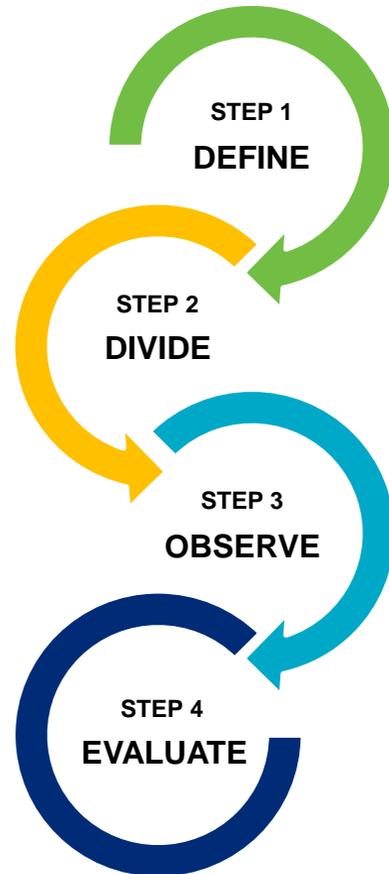
- Job-specific review (i.e. job shadow)
- Incumbent analysis based on a time & motion study:
 - **Tasks:** Sequence of movements taken by a job holder
 - **Time:** Precise time taken for each movement
 - **Effort:** Detect and eliminate redundant or wasteful motion

Relevant Data

- Job analysis template
- Shortlisted jobs to redesign
- Identify incumbent to conduct job shadowing exercise

See next slide for more details.

TIME & MOTION STUDY FRAMEWORK



- Define and document standard method
- Establish data collection methodology (i.e. stopwatch, videotape camera) & sample size (i.e. no. of job holders involved)

- For each selected jobs, divide tasks into 1st and 2nd order work elements, tasks and responsibilities
- Include unit of analyses of physical movements for jobs that are laborious

- When conducting the job shadowing exercise, time and observe work elements, tasks and responsibilities closely
- During this step, several job holders would be observed simultaneously

- Calculate standard performance for each work element, tasks and responsibilities (i.e. average data collected in Step 3 to determine normalised time)
- Evaluate the job holder's pace relative to standard performance to uncover opportunity areas for redesign

JOB REDESIGN GUIDE

Job Analysis

JOB ANALYSIS TEMPLATE

ILLUSTRATIVE

Job Title : Retail Sales Associate

Name of Job Holder : XXX

KEY RESPONSIBILITIES

1st Order Work Activities	2nd Order Work Activities	Avg. Time Spent
In-store assistance	Product advisory	
	Product demonstration	
	...	
Transaction processing	Tally transaction totals	
	Accept payments	
	Pack items for customers	
	...	
Handle complaints	Product returns	
	Short-change claims	
	Manager customer issues	
	Address customer concerns	
...	...	

NO. OF PHYSICAL MOVEMENTS

(Applicable for job roles that are laborious.)

Physical Movements	Counts
Squatting	
Bending	
Heavy Lifting	
Pushing	

Key Observations:

- XXX
- XXX

Key Considerations:

- XXX
- XXX

Opportunities for Job Redesign:

- XXX
- XXX

IDENTIFYING OPPORTUNITY AREAS FOR REDESIGN



- From the data collected through the job shadowing exercise, consider the following parameters to determine if a certain work element, tasks and responsibility is valuable to a given job:
 - Does it create value for the business?
 - Is it required of the job? Are the tasks included in the incumbent's job description?
- From observations gathered, develop hypotheses to address opportunities for job redesign

JOB REDESIGN GUIDE



Job Analysis

ILLUSTRATION

No.	Job Task	9.30am – 10.30am				10.30am – 11.30am			
		9.30	9.45	10.00	10.15	10.30	10.45	11.00	11.15
1	Perform housekeeping responsibilities								
2	Perform physical stock take and replenishment								
3	Check that price tags on the items are accurately reflected								
4	Change the dressing of the mannequins								
5	Ensure that merchandise are displayed in an orderly manner								
6	Attend to customers' enquiries								
7	Perform sales activities (e.g. cross-sell, upsell)								
8	Perform cashiering duties								
9	Picking of orders for e-commerce								
10	Deliver e-commerce orders to concierge								
11	Conduct physical stock taking								
12	Maintain backroom storage								
	Others (Please specify):								

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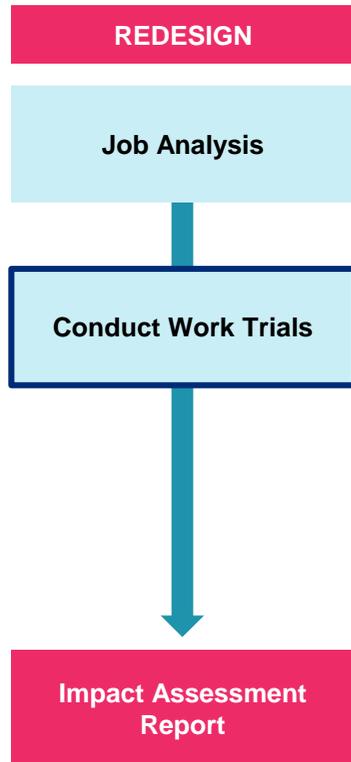


Job Analysis - Template

No.	Job Task	9.30am – 10.30am				10.30am – 11.30am...			
		9.30	9.45	10.00	10.15	10.30	10.45	11.00	11.15
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
	Others (Please specify):								

JOB REDESIGN GUIDE

Conduct Work Trials



Objective

- Identify job holders who will perform the newly redesigned jobs based on selection of pre-fitted solutions as part of a work trial

Approach

- Brainstorm a series of solutions to enable job redesign
- Determine success measures for each identified solution
- Identify multiple candidates for the work trials; sample size should comprise of the following mix of incumbents to eliminate biased results:
 - High/ Average/ Low performer
 - Long/ Short tenure
 - Mature*/ Young incumbent
- A suitable period for work trials ranges from ~2 – 4 weeks
- Arrange for frequent check-ins with job holders

Relevant Data

- Selection of pre-fitted solutions
- Planned versus actual improvements in performance and job holder satisfaction

1. BRAINSTORM SOLUTIONS

KEY CONSIDERATIONS

- *Technology: tools and systems to alleviate workload for employees*
- *Process: sequence or elimination of tasks to allocated to the job*
- *Policies: governance structure of operations which impacts employees*
- *Capabilities: skills required by employees to perform the job*



2. DETERMINE SUCCESS MEASURES

KEY CONSIDERATIONS

- *Number of transactions*
- *Amount of time saved*
- *Error rate*
- *Capabilities*



3. PRIORITISE

KEY CONSIDERATIONS

- *Timeline*
 - *Immediate: to be implemented during work trials (first 8 weeks)*
 - *Mid-term: to be implemented within the next 6 – 18 months*
 - *Long-term: to be implemented beyond the next 18 months*
- *Impact*
 - *Low: impact on job role*
 - *Medium: impact on multiple job roles*
 - *High: impact on business operating model (customer experience, workforce and financials)*

*Note: Mature workers refers to incumbents who are 50 years old and above.

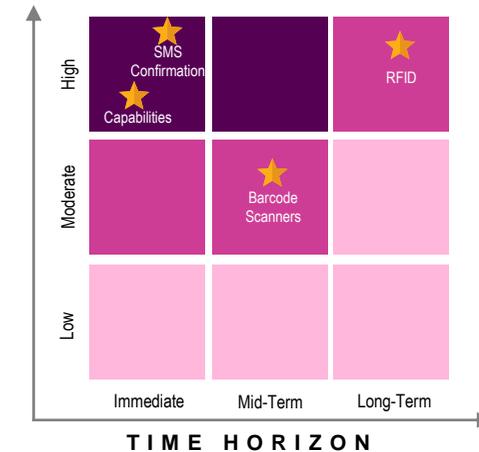


JOB REDESIGN GUIDE

Conduct Work Trials

ILLUSTRATION

LIST OF SOLUTIONS						
#	RECOMMENDED SOLUTION	SOLUTION TYPE	IMPLEMENTATION TIMEFRAME	IMPACT	IMPACTED JOBS	METRICS
1	EMPLOY POSSIBLE TECHNOLOGY SOLUTIONS TO REPLACE MANUAL STOCK TAKING PROCESS <ul style="list-style-type: none"> Barcode Scanners RFID 	Technology	<ul style="list-style-type: none"> Barcode Scanners: Mid-term RFID: Long-term 	<ul style="list-style-type: none"> Barcode Scanners: Moderate RFID: High 	<ul style="list-style-type: none"> Store Manager Sales Associate 	<ul style="list-style-type: none"> Time spent on manual stock take % change in error
2	ENABLE SYSTEM TO PUSH OUT AUTOMATED TEXT MESSAGES <ul style="list-style-type: none"> Generate text messages updates to customers one week prior to delivery to eliminate the need for call reminders 	Technology & Process	Immediate	High	<ul style="list-style-type: none"> Customer Service Associate 	<ul style="list-style-type: none"> # of calls Time spent on each call
3	CROSS TRAIN SALES ASSOCIATES ACROSS PRODUCT CATEGORIES <ul style="list-style-type: none"> Enhance sales associates' product knowledge and capabilities across categories so that sales associates are able to offer objective product advisory across categories and brands Reduce reliance on external promoters 	Capabilities	Immediate	High	<ul style="list-style-type: none"> Store Manager Sales Associate 	<ul style="list-style-type: none"> % change in sales figures Sales figures across product categories



JOB REDESIGN GUIDE

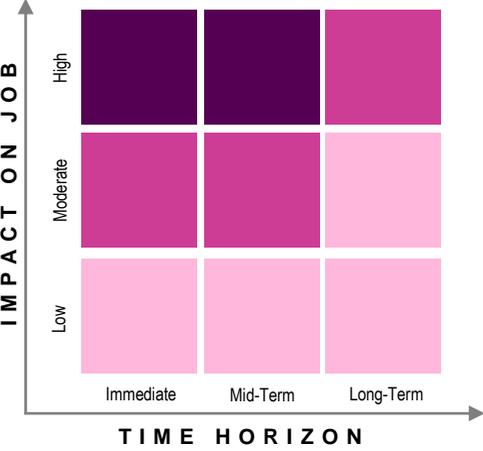
Conduct Work Trials - Template



LIST OF SOLUTIONS						
#	RECOMMENDED SOLUTION	SOLUTION TYPE	IMPLEMENTATION TIMEFRAME	IMPACT	IMPACTED JOBS	METRICS
1						
2						
3						
4						
...						

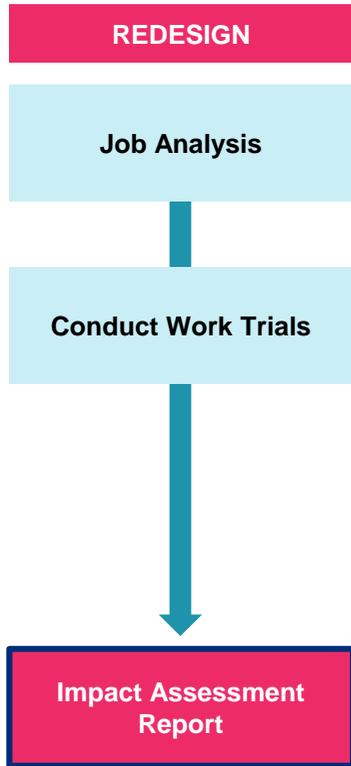
 LIST ALL POSSIBLE SOLUTIONS

 PRIORITISE!



JOB REDESIGN GUIDE

Impact Assessment Report



		CURRENT STATE	JR PROTOTYPES AND/OR PRE-FITTED SOLUTIONS
OPPORTUNITY AREAS	Objective		
	<ul style="list-style-type: none"> Evaluate outcomes of the JR construct against objectives and guiding principles laid out in the business case 		
	Approach		
	<ul style="list-style-type: none"> Compare work trial results against documented business case to evaluate desired outcomes are achieved Assess the impact of the newly re-designed jobs on potential position holders and other colleagues whose jobs are closely linked to the newly re-designed jobs 		
	Relevant Data		
	<ul style="list-style-type: none"> Results of work trials Job redesign constructs Feedback job holders and his/ her direct colleagues 		
	FREQUENCY & LOCATION/ LAYOUT OF STOREROOM	<ul style="list-style-type: none"> Replenishment is carried out as and when the stock is empty Retail staff would manually check on expiry dates of items once every 6 days Goods expiring within a month will be brought back to the storeroom and manually marked down before being placed back on the shelves again Retail staff would "phase-out" dry good items 3 times a day 	<ul style="list-style-type: none"> ✓ Enlarge Display Space ✓ Shelf-Filling Routine Smart Shelves Storeroom Reorganisation ✓ Segmenting
	MANNED vs UN-MANNED OPTIMISATION & ROSTERING	<ul style="list-style-type: none"> Cashiers are scheduled according to peak and non-peak period (2 to 3 counters for non-peak periods and 6 counters for peak periods) to minimise idle time 5 self-checkout counters, which only accept card and nets payment. 1 to 2 staff overseeing the unmanned counters at a given time 	<ul style="list-style-type: none"> ✓ Flexible Working Arrangements Queueing Sensors ✓ Activity-Based Labour Scheduling Uncoupling
	TECH ENABLEMENT/ EQUIPMENT TO REDUCE MANUAL LABOUR	<ul style="list-style-type: none"> Receiving of goods at the unloading bay is done manually at 7am Receiving of other miscellaneous goods will be ad hoc and occur throughout the day Only 1 staff is allocated to receive goods from the unloading bay at the designated area 	<ul style="list-style-type: none"> ✓ SKU-Based Inventory Mgt ✓ Storeroom Reorganisation

Illustrative Output

✓ Legend: Winning pre-fitted job redesign solutions & JR prototypes based on work trial outcomes.

JOB REDESIGN GUIDE



Impact Assessment Report

ILLUSTRATION

LIST OF SOLUTIONS					IMPACT ON JOB TASK AND CAPABILITIES		MEASURES		
#	RECOMMENDED SOLUTION	SOLUTION TYPE	IMPACTED JOBS	METRICS	JOB TASK DIFFERENCES	ADDITIONAL CAPABILITIES	BEFORE	AFTER	OTHER OUTCOMES
1	EMPLOY POSSIBLE TECHNOLOGY SOLUTIONS TO REPLACE MANUAL STOCK TAKING PROCESS <ul style="list-style-type: none"> Barcode Scanners RFID 	Technology	<ul style="list-style-type: none"> Store Manager Sales Associate 	<ul style="list-style-type: none"> Time spent on manual stock take % change in error 	<ul style="list-style-type: none"> N/A – process change 	<ul style="list-style-type: none"> Technology utilisation (Barcode scanners / RFID) 	<ul style="list-style-type: none"> 2-hours per day 	<ul style="list-style-type: none"> Barcode: 30 mins per day ▼ RFID: 5 mins per day ▼ 	<ul style="list-style-type: none"> Positive employee feedback Increase in employee engagement
2	ENABLE SYSTEM TO PUSH OUT AUTOMATED TEXT MESSAGES <ul style="list-style-type: none"> Generate text messages updates to customers one week prior to delivery to eliminate the need for call reminders 	Technology & Process	<ul style="list-style-type: none"> Customer Service Associate 	<ul style="list-style-type: none"> # of calls Time spent on each call 	<ul style="list-style-type: none"> N/A – process change 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> 50 calls per day 1 minute per call 	<ul style="list-style-type: none"> 10 calls per day ▼ 1 minute per call ▼ 	<ul style="list-style-type: none"> Positive employee feedback
3	CROSS TRAIN SALES ASSOCIATES ACROSS PRODUCT CATEGORIES <ul style="list-style-type: none"> Enhance sales associates' product knowledge and capabilities across categories so that sales associates are able to offer objective product advisory across categories and brands Reduce reliance on external promoters 	Capabilities	<ul style="list-style-type: none"> Store Manager Sales Associate 	<ul style="list-style-type: none"> % change in sales figures Sales figures across product categories 	<ul style="list-style-type: none"> Additional product advisory responsibilities for Categories X, Y and Z 	<ul style="list-style-type: none"> Product advisory 	<ul style="list-style-type: none"> \$3,284 average sales per employee per day \$0 for categories X, Y, Z 	<ul style="list-style-type: none"> \$4,112 average sales per employee per day ▲ \$828 average sales per employee per day for categories X, Y, Z ▲ 	<ul style="list-style-type: none"> Increase in employee engagement Positive customer feedback

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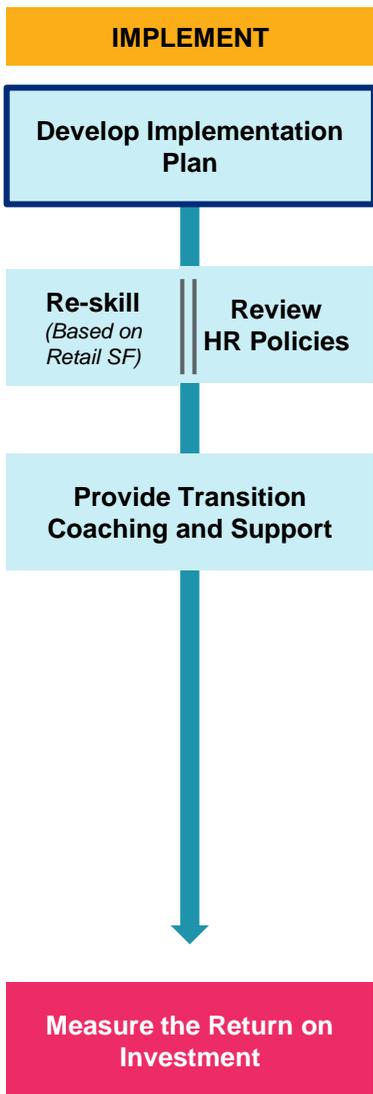
Impact Assessment Report - Template



LIST OF SOLUTIONS					IMPACT ON JOB TASK AND CAPABILITIES		MEASURES	
#	RECOMMENDED SOLUTION	SOLUTION TYPE	IMPACTED JOBS	METRICS	JOB TASK DIFFERENCES	ADDITIONAL CAPABILITIES	BEFORE	AFTER
1								
2								
3								
4								
5								
...								

JOB REDESIGN GUIDE

Develop Implementation Plan



Objective

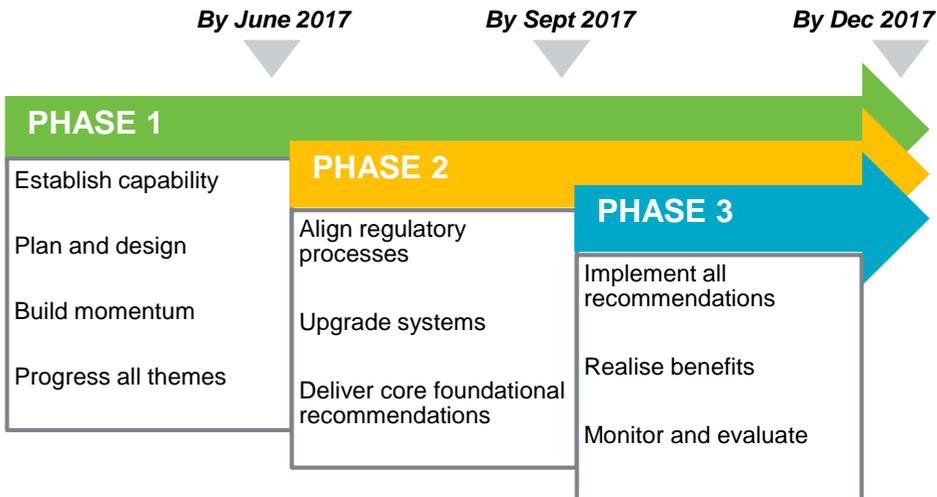
- Outline a detailed communication and implementation plan

Approach

- Populate a prescriptive implementation and resources plan to ensure clarity and alignment as well as identifying potential conflicts and disruptions at an early stage

Relevant Data

- Winning job redesign pre-fitted solutions
- Detailed implementation steps and project plan timeline/ key milestones
- Detailed communication steps and timetable
- Stakeholders and their accountabilities
- Target implementation date



Goal	First to Implement: Phase I Strategies	Second to Implement: Phase II Strategies	Third to Implement: Phase III Strategies
1 – Person- and Family-Centered Care	1.3 - Robust Primary Care	1.1 – High Quality, Compassionate Person-Focused Care	1.2 – Enhanced clinical services through academic expertise
2 – Social Responsibility and Leadership	2.4 - Demonstrate Value	2.1 – Best Practice in Quality 2.2 – Designing Future Models of Care	2.3 – Health Policy & Advocacy 2.5 – Regional Care Network
3 – Inter-Professional Education to Shape the Future	3.1 – New Interdisciplinary and Inter-Professional Models		3.2 – Education for a Skilled Health Care Work Force 3.3 – Effective Educators
4 – High-Impact Research	4.3 – Outstanding Research Administration	4.4 – Collaborations and Partnerships	4.1 – High Quality, High-Impact Research 4.2 – Team Science
5 – Excellence in People	5.4 – Outstanding Performance	5.1 – High-Quality Faculty, Staff and Leadership 5.2 – High-Quality Students and Trainees	5.3 – Life-long Learning

Illustrative Output



IMPLEMENTATION PLAN

#	Tasks	Parties involved	Time Frame													
			Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18		
1	WAREHOUSE: Implement scanning system to eliminate data entry requirements															
1.1	Create inventory of all EAM/ product codes	-														
1.1.1	Take stock of inventory of all EAM/ product codes	Warehouse, Inventory														
1.2	Test scan inventory of EAM/ product codes	-														
1.2.1	Identify EAM/ product codes that are not working	Warehouse, Inventory														
1.2.2	Liaise with inventory and supplier to correct the EAM/ product codes	Warehouse, Inventory														
1.3	Develop new operational guidelines for using the scanning system	-														
1.3.1	Develop process map (i.e. work flow) for scanning system	Logistics Mgr														
1.3.2	Develop new operational guidelines for affected roles	Logistics Mgr														
1.4	Conduct feasibility study - Implement scanning system for 1 warehouse level	-														
1.4.1	Train relevant personnel on how to use the scanning system (warehouse supervisor and storeman)	Logistics Mgr, HR														
1.4.2	Implement work trial for ~4 weeks	Warehouse team														
1.4.3	Seek employee feedback	Logistics Mgr														
1.4.4	Review operational and costing implications	Logistics Mgr, Warehouse supervisor, Finance														
1.4.5	Present and seek approval from management to proceed with roll-out to other warehouse levels	Logistics Mgr														
1.5	Roll-out scanning system for all warehouse levels	-														
1.5.1	Implement scanning system for all warehouse levels	Logistics Mgr														

JOB REDESIGN GUIDE

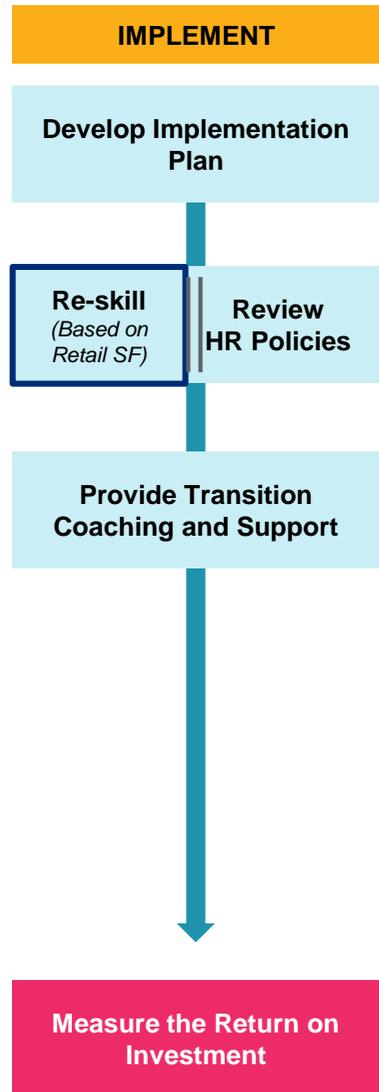
Develop Implementation Plan - Template



IMPLEMENTATION PLAN														
#	TASKS	PARTIES INVOLVED	TIMEFRAME											
			MTH 1	MTH 2	MTH 3	MTH 4	MTH 5	MTH 6	MTH 7	MTH 8	MTH 9	MTH 10	MTH 11	MTH 12
1														
1.1														
1.1.1														
1.1.2														
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...														
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JOB REDESIGN GUIDE

Re-skill



Objective

- Provide skilling, re-skilling, and up-skilling opportunities to potential job holders impacted by the newly redesigned job
- Identify generic & technical skills including required proficiency levels, knowledge & ability items - refer to the **Retail Skills Framework**

Approach

- Re-assess job holders' skills, knowledge & ability items to identify the skill gap
- Identify emerging skills required in adapting to the sector's on-going rapid transformation

Relevant Data

- Skill gap identification
- Suitable learning technique and timeline for each skill gap

Refer to the Retail Skills Framework for more details.



RETAIL SALES ASSOCIATE

Job Role Description: Responsible for achieving sales, delivering service and operations excellence. He/ She also engages in innovation and productivity initiatives for the store.

Technical Skills & Competencies

Adapt to Change	Level 2
Augmented Reality	Level 2
Automated Cash Management System	Level 2
Colour Concept App.	Level 2
Customer Experience	Level 2
Customer Loyalty	Level 2
Inventory Control	Level 2
RFID Tech. Application	Level 1
...	...
...	...

Note: List above is not exhaustive.

Generic Skills & Competencies

Service Orientation	Basic
Communication	Basic
Teamwork	Basic
Interpersonal Skills	Basic
Problem Solving	Basic
...	...
...	...

Knowledge items:

- Procedure for operating automated cash management systems
- Automated cash management system operations
- Maintenance of automated cash management systems
- Procedure to follow when addressing issues relating to operating and maintaining automated cash management systems

Ability items:

- Execute on activities as part of the implementation plans for automated cash management systems
- Operate and maintain cash management systems
- Assist customers in using automated cash management systems

Definition:

- Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation

Basic:

- Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values

Illustrative Output



Re-skill

ILLUSTRATION

ROLE: RETAIL SALES ASSOCIATE

Technical Skills & Competencies

Technical Skills & Competencies	Required Proficiency Level	Current Proficiency Level	Gap Present (Y/N)	Intervention
Adapt to Change	Level 2	Level 2	N	-
Augmented Reality	Level 2	Level 1	Y	Upskill: On the job training through attachment to senior sales associate
Automated Cash Management System	Level 2	Level 2	N	-
Colour Concept App.	Level 2	Level 2	N	-
Customer Experience	Level 2	Level 2	N	-
RFID Tech. Application	Level 1	N.A.	Y	Send for technical training
...	...			

Generic Skills & Competencies

Generic Skills & Competencies	Required Proficiency Level	Current Proficiency Level	Gap Present (Y/N)	Intervention
Service Orientation	Basic	Basic	N	-
Teamwork	Basic	Basic	N	-
Interpersonal Skills	Basic	Basic	N	-
Problem Solving	Basic	Basic	N	-
...	...			



ILLUSTRATION

ROLE: RETAIL SALES ASSOCIATE

Technical Skills & Competencies

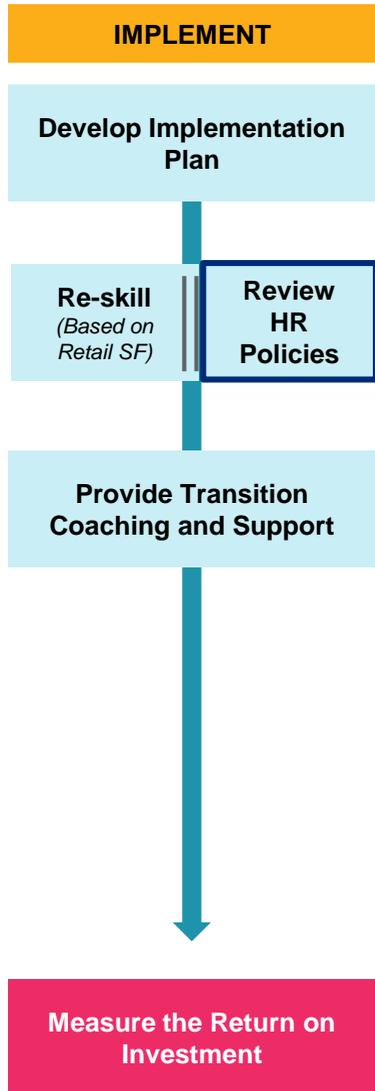
Technical Skills & Competencies	Required Proficiency Level	Current Proficiency Level	Gap Present (Y/N)	Intervention

Generic Skills & Competencies

Generic Skills & Competencies	Required Proficiency Level	Current Proficiency Level	Gap Present (Y/N)	Intervention

JOB REDESIGN GUIDE

Review HR Policies



Objective

- Review HR policies to support the newly redesigned jobs

Approach

- Build retail workforce capabilities through proactive and deliberate talent management strategies in light of newly redesign jobs:
 - Articulate a **career philosophy** that supports strategic goals
 - Align new jobs within related functional areas as well as identify **competencies and accountabilities** across the organisation
 - Define skills, knowledge & ability items necessary for **career progression**
 - Identify flexible **career paths**
 - Empower managers to support employees through effective **performance management** conversations

Relevant Data

- HR policies across all relevant HR policies areas



HR POLICY IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT AND SELECTION

COMPENSATION AND BENEFITS

PERFORMANCE MANAGEMENT

CAREER MANAGEMENT

TRAINING & DEVELOPMENT

Create a job role profile for re-designed job

- ✓ Identify critical work functions and key tasks
- ✓ Identify competencies required (technical and generic)
- ✓ Use this as a reference to guide recruitment activities

ILLUSTRATIVE

Job Title : Retail Sales Associate

Name of Job Holder : XXX

KEY RESPONSIBILITIES

1st Order Work Activities	2nd Order Work Activities
In-store assistance	Provide advise on products
	Conduct product demonstration
	...
Transaction processing	Tally transaction totals
	Accept payments
	Pack items for customers
	...
...	...

Technical Skills & Competencies	Generic Skills & Competencies
Product advisory	Teamwork
Product demonstration	Problem Solving
...	...



TIPS

- ✓ Refer to the Skills Framework for Retail under Skills Future Singapore (SSG) for Job Role profiles for standard retail jobs (<http://www.skillsfuture.sg/skills-framework/retail>)

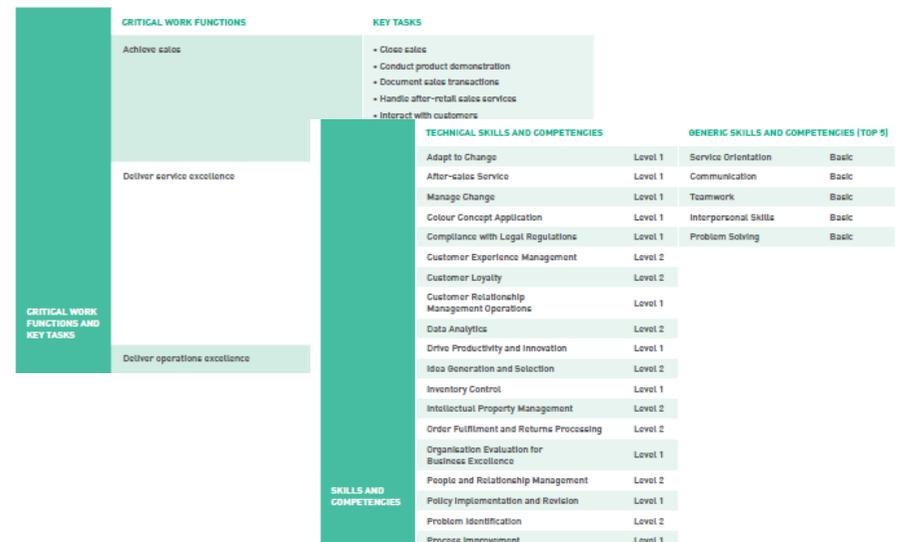
Sales Associate/Brand Associate

JOB DESCRIPTION

The Sales Associate/Brand Associate is responsible for achieving sales, delivering service and operations excellence. He/she also engages in innovation and productivity initiatives for the store. In order to drive seamless customer experience across channels, he handles order fulfilment processes for customers in store.

He operates in a fast-paced, diverse and customer-centric store environment. As the first point-of-contact in store, he serves as the ambassador of the organisation.

He is a highly motivated and service-oriented individual, communicates well, and thrives in a team environment.



HR POLICY IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT AND SELECTION

COMPENSATION AND BENEFITS

PERFORMANCE MANAGEMENT

CAREER MANAGEMENT

TRAINING & DEVELOPMENT



TIPS

1) Create a **job description** for the new roles which reflects the new tasks and **new skills** that is required

2. Use the **hiring assessment form** to evaluate candidates and ensure that they fulfil the requirements of the role

Job title	Sales Associate	JOB DESCRIPTION
Job level	Entry Level	
Department	Retail Operations	
Location	Singapore	
Reporting to	Sales Manager, Singapore	
Overall job objectives	Responsible for	
Job specifications	<ul style="list-style-type: none"> Assess customers' needs and provide assistance and information on product features Provide insightful product consultation through demonstrations and product advisory across multiple product categories (NEW) Process and coordinate sales transactions and delivery schedules Achieve personal and department's sales target on a monthly, quarterly and yearly basis 	
Skills Required	<ul style="list-style-type: none"> After sales service Customer relationship management Order fulfilment and returns processing Point-of-sale operations Product advisory (NEW) 	
<p><i>Prepared by: Janice Cheong, HR Manager</i> <i>Date: 8 February 20xx</i> <i>Updated on: 10 February 20xx</i> <i>Approved by: John Tan, Corporate Services Director</i> <i>Approved on: 16 February 20xx</i></p>		

HIRING ASSESSMENT FORM		Meet expectations	Do not meet expectations	Notes / Comments
Job specifications <ul style="list-style-type: none"> Assess customers' needs and provide assistance and information on product features Provide insightful product consultation through demonstrations and product advisory across multiple product categories (NEW) Process and coordinate sales transactions and delivery schedules Achieve personal and department's sales target on a monthly, quarterly and yearly basis 		✓		<ul style="list-style-type: none"> Candidate had prior working experience.....
Skills Required <ul style="list-style-type: none"> After sales service Customer relationship management Order fulfilment and returns processing Point-of-sale operations Product advisory (NEW) 		✓		

HR PROGRAMME IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT
AND SELECTION

COMPENSATION
AND BENEFITS

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MANAGEMENT

TRAINING &
DEVELOPMENT

Review pay competitiveness for redesigned job

- ✓ Ensure role is **paid competitively** against the market

- ✓ Consider **giving a pay increment** if the role is required to take on additional training, build new capabilities and/or if the role is assuming more responsibilities beyond the typical job scope

- ✓ Consider the use of **variable incentives** (i.e. sales **for sales roles** to encourage revenue generating behaviour

- ✓ For companies that have an **omni-channel sales strategy**, ensure that **sales incentives are set at 2 tiers**



TIPS

- ✓ Refer to **SSG's wage report for standard retail jobs** (<http://www.skillsfuture.sg/skills-framework/retail>) or market compensation reports.
- ✓ Brand Management and E-Commerce job families pay a premium compared to the other job families surveyed for Annual Basic Wage

Wage Information

JOB ROLES	INDICATIVE MONTHLY SALARY RANGE*
Chief Executive Officer/Chief Operating Officer/Managing Director/Country Manager	\$23,500 - \$41,300
Operations Director/Retail Manager/Operations Manager	\$10,000 - \$19,500
Area Manager/District Manager	\$ 4,000 - \$ 7,700
Store Manager/Outlet Manager	\$ 3,000 - \$ 5,500
Sales Supervisor/Brand Supervisor	\$ 2,200 - \$ 3,300
Sales Associate/Brand Associate	\$ 1,600 - \$ 2,400
Brand Director	\$12,900 - \$22,000
Brand Manager/Customer Loyalty Manager	\$ 5,600 - \$ 8,300
Brand Executive/Customer Loyalty Executive	\$ 2,900 - \$ 4,100
Brand Associate/Assistant	\$ 2,000 - \$ 2,800
Marketing Director	\$11,000 - \$19,500
Marketing Manager	\$ 5,300 - \$ 9,300
Marketing Executive	\$ 2,900 - \$ 4,200
Marketing Associate/Assistant	\$ 2,200 - \$ 2,800
Merchandising Director	\$10,000 - \$18,200
Merchandising Manager/Category Manager/House Brand Manager	\$ 5,000 - \$ 8,100
Merchandising Executive/Category Executive/House Brand Executive	\$ 3,000 - \$ 4,900
Visual Merchandiser	\$ 2,700 - \$ 3,700

HR PROGRAMME IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT
AND SELECTION

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TRAINING &
DEVELOPMENT

Goal setting for redesigned jobs

- ✓ Set new performance goals that are linked to the business strategy
- ✓ Provide specific performance indicators
- ✓ Provide clear examples of desired performance outcomes to help establish performance expectations
- ✓ Set reasonable targets, taking into consideration time-to-proficiency

CATEGORY	DEFINITION	EXAMPLE
GOAL STATEMENT	The description of the goal	Individual sales
MEASURES OF ACHIEVEMENT	Desired outcomes of the goal	SGD \$30,000
TARGET DATE OF ACHIEVEMENT	An indication of when the goal is expected to be achieved (where applicable)	31 December



TIPS

"SMART" can be used as a guide for creating and setting effective and useful employee goals and objectives

S	Specific: Goals should be simplistically written and clearly define what the employee is going to do
M	Measurable: Goals should be measurable so that there is tangible evidence that the goal is accomplished
A	Achievable: Goals should be achievable and should stretch the employee slightly so they feel challenged, but defined well enough so that its achievable
R	Results-focused: Goals should measure outcomes, not activities
T	Time bound: Goals should be linked to a timeframe that creates a practical sense of urgency between the current reality and the realisation of the goal

HR PROGRAMME IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT
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DEVELOPMENT

Key performance metrics for redesigned jobs

- ✓ Upon alignment of performance goals to business strategies, determine and **set specific performance indicators** in order to **drive desired behaviors and actions**
- ✓ Set **reasonable targets**, taking into consideration time-to-proficiency
- ✓ Supplement **quantitative goals with qualitative goals** aimed at **driving desired behaviours**



TIPS

- ✓ Tied to key business goals and objectives
- ✓ Quantifiable measurements that can be tracked, measured and evaluated
- ✓ Reward employees that exceed targets
- ✓ Encourage and provide coaching for underperformers
- ✓ Conduct timely reviews of performance indicators on a frequent basis

ILLUSTRATIVE

EXAMPLES OF KEY PERFORMANCE METRICS

RETAIL OPERATIONS	CUSTOMER SERVICE	E-COMMERCE	MERCHANDISING	WAREHOUSING
Sales Growth	Average Handle Time	Bounce rate / Conversion rate	Cycle Time: Vendor Payment Processing	Picked/packed/delivered items per man hour
Customer Satisfaction / Net Promoter Score	Average Hold Time	Customer Satisfaction / Net Promoter Score	Demand Forecast Accuracy	Replenishment orders per man hour
Sales Quota Attainment (individual/Team)	Average Speed of Answer	Average Time on Website	Purchase / Supplier Order Documentation Accuracy Rate	Order lines picked per hour
Percentage of Sales from Repeat Customers	Sell Through Percentage	Percentage of Cancelled Checkouts	Inventory Value of Obsolete Goods	Shipping time per order
Sales Lead Time	First Contact Resolution Rate	Percentage of Returning Visitors	Carrying Cost of Inventory as a Percentage of Sales	Accuracy Rate of picking/packing

HR POLICY IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT
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DEVELOPMENT

Performance coaching

- ✓ Include more performance check-ins for the initial phase. This should be a deliberate / formal process and conducted on a regular basis.
- ✓ Discussion centered around themes of focusing on growth, potential, development and capability building
- ✓ Give employees a chance to give feedback and voice their concerns
- ✓ Advise employees on how to deal with their concerns and work with them to come up with an action plan to get the desired performance
- ✓ Provide support and encouragement to employees, constantly ask if anything can be done to further help them and monitor their progress

Performance appraisal process

- ✓ Identify areas of improvement and provide a joint action plan to achieve desired performance
- ✓ Focus the conversation around actionable next steps
- ✓ Explain that the work trial phase will not have an impact on the performance appraisal results
- ✓ Highlight and encourage the display of positive traits that the company looks out for (receptiveness to change, adaptability)



TIPS

- ✓ Having effective performance conversations

Allow employees to voice their opinions and provide feedback

- Allow employees to discuss potential challenges or barriers faced
- Address feedback or issues raised by employees in a timely manner
- Gather bottom-up sentiments by allowing employees to share their observations about their team or organisation

Engage and keep employees on track

- Ensure that employees are on track and working towards achieving their goals
- Facilitate two-way communication and provide a channel for employees to discuss their progress of their goals
- Increase trust and strengthen employee engagement in the entire performance appraisal process

Facilitate managers in executing performance management

- Build employee-manager relationship
- Allow managers to revise and update goals based on any changes in the business environment
- Prevent the occurrence or perception of recency errors during year-end evaluation

HR PROGRAMME IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT AND SELECTION

COMPENSATION AND BENEFITS

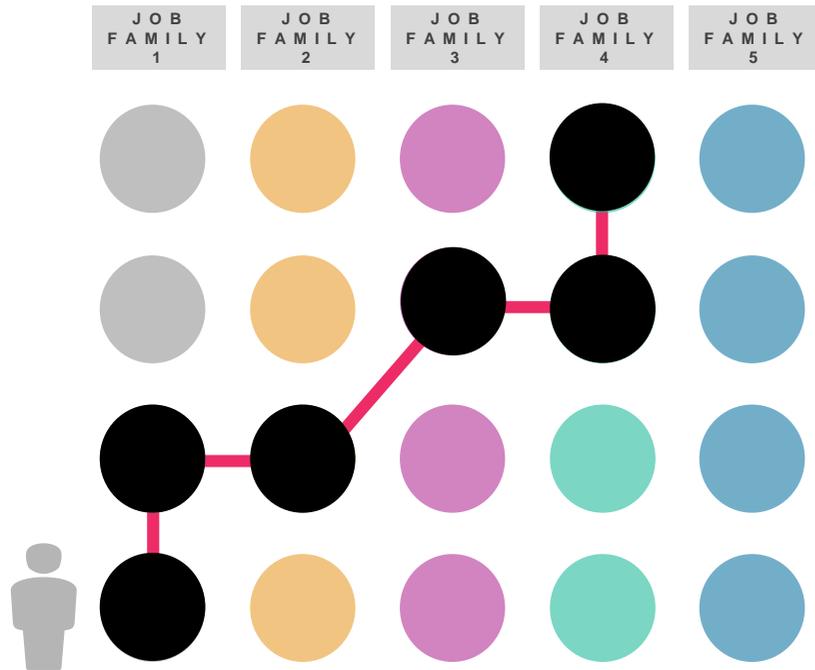
PERFORMANCE MANAGEMENT

CAREER MANAGEMENT

TRAINING & DEVELOPMENT

Career Management: Mapping career pathways

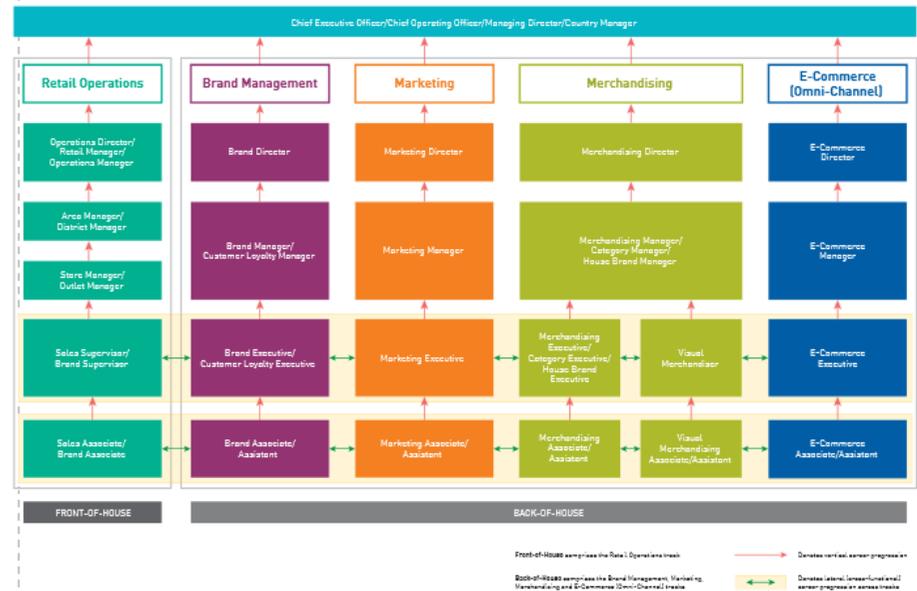
- ✓ Identify **potential vertical and lateral career pathways** across existing job families for the redesigned roles
- ✓ Identify **suitable lateral movements** by comparing the overlaps in competencies of the redesigned role with existing roles



TIPS

- ✓ Refer to SSG's Skills Framework for Retail on suggested career pathways. (<http://www.skillsfuture.sg/skills-framework/retail>)

SKILLS FRAMEWORK FOR RETAIL Career Pathways



HR POLICY IMPLICATIONS FOR JOB REDESIGN

RECRUITMENT AND SELECTION

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Career Management: Mapping career pathways

- ✓ Identify potential vertical and lateral career pathways across existing job families for the re-designed roles
- ✓ Identify suitable lateral movements by comparing the overlaps in competencies of the re-designed role with existing roles

Career pathing: based on competency mapping

ILLUSTRATIVE

Competencies	Target role	Roles in consideration	
	Sales Associate <i>(re-designed role would require the Sales Associate to create product proto-types)</i>	Sales Associate <i>(Current State)</i>	Customer Service Officer <i>(Current State)</i>
Service Excellence	Beginner	Beginner	Beginner
Point-of-Sale Operations	Beginner	Beginner	⚠ -
Retail Space Utilisation	Beginner	Beginner	⚠ -
Product Styling	Beginner	Beginner	Beginner
Product Advisory	Intermediate	⚠ Beginner	⚠ Beginner
3D Printing Application	Beginner	⚠ -	⚠ -

⚠ Not a perfect match

Similar competency requirements; train employees in product advisory & 3D printing

Significant competency gaps; Send for training before transfer



TIPS

- ✓ In general, the higher the overlap in terms of skills, the easier it is for the role to transition into the other roles.

GENERAL GUIDE IN ASSESSING SUITABILITY OF ROLE FOR LATERAL / VERTICAL MOVEMENTS

>70% overlap in competencies

- Role is suitable for movement into the "target" role

50% - 70% overlap in competencies

- Not ideal; more difficult for transition
- However, if most of the competencies are similar but only a one-level difference in proficiency level, there is a possibility of moving the role, especially for high-performing individuals

<50% overlap in competencies

- Large competency gap
- Work on closing competency gaps through training or providing on-the-job experiences before moving the role

HR PROGRAMME IMPLICATIONS FOR JOB REDESIGN

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Training & Development: Closing competency gaps

- ✓ After assessing individuals against the redesigned roles and identifying the competency gaps, training and development initiatives would need to be organised by:
 - Outsourcing to **external training providers**
 - Conducting **internal workshops**
 - Creating **on-the-job exposure**
 - **Job shadowing existing roles** that demonstrates the required skill/competency
 - **Mentoring**
- ✓ Training roadmaps should be developed to **allow staff to successfully take on the next level of responsibility**
- ✓ **Training roadmaps** should be analysed and reviewed periodically and tweaked according to the individual's pace of learning



TIPS

- ✓ Refer to **SSG's list** of available training courses and certified training providers, as well as **WSG's list** of Professional Conversion Programme (PCP).
- ✓ Courses listed will be **mapped to competencies** identified for each standard retail job in the Skills Framework for Retail study by SSG
- ✓ Option to engage **SkillsFuture SME Mentor** (www.skillsfuture.sg/mentors) to help develop training roadmaps and upgrade training capability of supervisors (free for SMEs)

SkillsFuture SME Mentors Programme
The SkillsFuture SME Mentors Programme aims to enhance the capabilities of SMEs in the area of learning and development. Qualified SkillsFuture SME Mentors will be deployed to SMEs on a 9-month mentoring programme to help diagnose learning and development gaps, provide guidance on developmental plans and upgrade the training capability of supervisors in SMEs.

HR RESOURCES



HR • PORTAL

Refer to HR Portal (<https://hrportal.sg>) for easy-to-use and self-help HR resources such as process frameworks, checklists, toolkits, templates, videos and podcasts to guide and promote good HR practices and address HR gaps in companies.



To find out more about upgrading your HR capabilities or require further assistance, please visit

www.enterprisesg.gov.sg/non-financial-assistance/for-Singapore-companies#talent-attraction-and-development

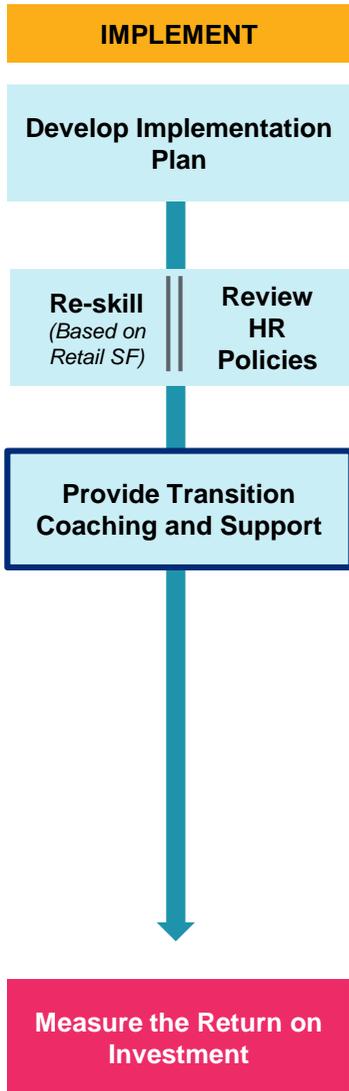


To find out more about transforming your local workforce and programmes to address your manpower challenges, please visit

www.wsg.gov.sg

JOB REDESIGN GUIDE

Provide Transition Coaching and Support



Objective

- Provide ongoing coaching and support to incumbents in the first ~3 to 6 months of taking on the newly redesigned jobs

Approach

- 3 methods in providing transition coaching and support:
 - Training
 - Coaching
 - Mentoring
- Use the opportunity to understand their feedback and concerns on the new redesigned jobs

Relevant Data

- Feedback form to collect inputs from job incumbents



Training is conducted in a formal setting and should have well-defined learning objectives. The trainer is a subject matter expert and is a knowledge transfer session to all participants.



Coaching is a formal relationship whereby a coach is assigned to help provide opportunities for incumbents to achieve optimal performance through consistent feedback and counselling.



Mentoring is an informal relationship between a mentor and mentee based on a mutual desire for development towards career goals and objectives.

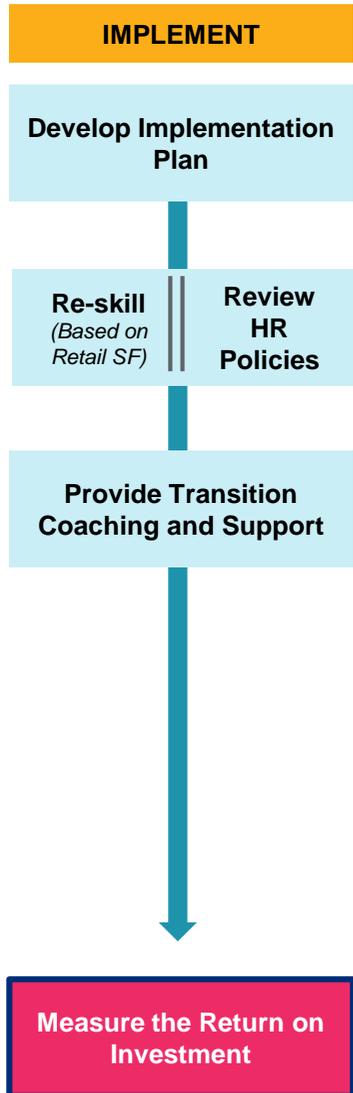
BENEFITS

- Improve staff morale
- Improve staff retention
- Performance improvement
- Ensure the organisation meets its regulatory requirements
- Build stronger relationships with employees and enhancing staff loyalty



JOB REDESIGN GUIDE

Measure the Return on Investment



Objective

- Measure the Return on Investment (ROI) of the job redesign process
- Identify lessons learned for immediate and future improvement

Approach

- Refer back to the business case made and measure to see if the incremental business value has been delivered
- Measure a set of balanced metrics including business, workforce, environment, and individual to see a complete picture

Relevant Data

- A pre-identified and signed-off list of business, workforce, environment, and individual metrics to be measured

Measure the returns on investments based on parameters chosen in Step 1:

FINANCIAL

- Cost drivers
- Profit margins
- Revenue drivers

CUSTOMERS

- Desired shopping experience
- Service delivery models (i.e. self-service vs high-touch point)

OPERATIONS

- Technology
- Data
- Processes
- Systems
- Governance

WORKFORCE

- Capabilities
- Demand & supply realities
- Organisation structure
- Workforce profile/ demographics

$$ROI = \frac{(Benefits - Cost)}{Cost}$$

Calculating Benefits

- Cost reduction
- Productivity increases
- Process improvements
- Waste reduction

Calculating Costs

- Number of employees involved
- Labour rates and estimated hours
- Training costs
- Other costs (i.e. hardware, software, supplies etc.)

Other Factors to Consider

- Attitude
- Morale
- Image
- Ease of use/ implementation
- Job environment
- Employee satisfaction
- Employee retention

JOB REDESIGN GUIDE

Measure the Return on Investment



ILLUSTRATION

LIST OF SOLUTIONS			METRIC: Time spent on manual stock take		PROCESS COST OR VALUE GENERATED			
#	RECOMMENDED SOLUTION	COST (A)	BEFORE	AFTER	BEFORE (B)	AFTER (C)	VALUE ADD/ RETURN ON INVESTMENT (B - C) / A	OTHER FACTORS
1	EMPLOY POSSIBLE TECHNOLOGY SOLUTIONS TO REPLACE MANUAL STOCK TAKING PROCESS <ul style="list-style-type: none"> Barcode Scanners RFID 	<ul style="list-style-type: none"> Barcode Scanners : \$1,050 	<ul style="list-style-type: none"> 2 hours per day 	<ul style="list-style-type: none"> Barcode: 30 mins per day 	<ul style="list-style-type: none"> Manpower cost: \$20 per day 	<ul style="list-style-type: none"> Barcode Manpower Cost: \$5 per day 	<ul style="list-style-type: none"> Barcode: 5.2 times 	<ul style="list-style-type: none"> Increase in employee satisfaction Facilitates real-time inventory updates which improves customer experience
		<ul style="list-style-type: none"> RFID: \$2,000 		<ul style="list-style-type: none"> RFID: 5 mins per day 		<ul style="list-style-type: none"> RFID Manpower Cost: \$0.83 per day 	<ul style="list-style-type: none"> RFID: 3.5 times 	

JOB REDESIGN GUIDE

Measure the Return on Investment - Template



LIST OF SOLUTIONS			MEASURES		PROCESS COST OR VALUE GENERATED			
#	RECOMMENDED SOLUTION	COST (A)	BEFORE	AFTER	BEFORE (B)	AFTER (C)	VALUE ADD/ RETURN ON INVESTMENT (C - B - A)	OTHER FACTORS
1								
2								
3								
4								
5								
...								



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