

Case Study 1

Title

Job Redesign For Principals To Hone Talents For Human Capital Development And Retention For A Local Preschool Brand

Problem Statement

Before, there was no formalized system to identify high potential teachers. Principals recommended teachers for leadership succession and promotion based on their personal assessment. As a result, the talent identification did not have a standardised approach and proper benchmarks for evaluating high potential staff.

Sector / Industry

Early Childhood Care and Education

JR Methodology / Approach for the project

KLCII consultants partnered HR and management representatives to:

- Design a transparent and standardised method for selection of high potential teachers
- Curate and conduct upskilling programmes to equip selected staff with business transformation and innovation skills
- Create platforms for high potential teachers to apply new skills, lead projects and adopt new roles (e.g. technology champion), which provide references to support principals' recommendations for promotion
- Facilitate Principals' understanding and adoption of the new talent identification and management methods

Benefits derived / Outcomes achieved

- Better leadership succession planning with accountability and talent benchmarking
- High potential teacher's job size was enlarged and job value increased, with opportunities to take on additional roles and innovation projects
- Teachers' job attractiveness grew with better career prospects
- Principals' job satisfaction increased when their efforts led to better talent retention and development
- Reduced high potential staff attrition rate with increased staff engagement
- Reduced costs of retraining and rehiring

Case Study 2

Title

Job Redesign For Centralised HQ Procurement Staff To Enhance Assets And Inventory Management That Led To Increase In Productivity And Job Satisfaction

Problem Statement

Centralised HQ Procurement staff would create paper documentation of procured items from HQ and from each department. The Head of Department managed the assets procured for their individual branches.

Hard copy documents presented challenges due to the manual archival, retrieval and labeling of assets and inventory. On many occasions, HQ Procurement Staff were not aware of faulty equipment requiring replacement from various departments, which resulted in last-minute procurement that was stressful for all.

Sector / Industry

Business Services

JR Methodology / Approach for the project

- KLCII consultants interviewed the HQ Procurement Staff to identify specific pain points at work while studying the inventory management process and job tasks
- KLCII reengineered the inventory management process that included adoption of bar-codes for individual assets tracking linked to an online software enabling end users to update and retrieve item status and information in real-time
- The job role was redesigned to use affordable technology for tracking assets and inventory, maintenance needs, faulty equipment, and smart reporting for timely action
- Centralised HQ Procurement Staff, Head of Department and other support staff were upskilled to manage assets in a more orderly manner

Benefits derived / Outcomes achieved

- Job value increased as staff upskill to use affordable technology to add value to their work
- Non value-added tasks have been restructured with higher value-adding tasks such as analysis and smart reporting
- Staff career opportunities increased with enhanced capabilities
- Improvement in productivity and reduced printing costs

Case Study 3

Title

Job Redesign For Human Resource Personnel And Department Managers To Engage Learning Applications For Improving Work Performance

Problem Statement

Staff were required to go for training and evaluate courses but were not required to review the impact of their training. While HR and Department Managers enforce training records and existing evaluation modes, there was no measure of effectiveness of training nor emphasis on application to enhance work performance. Manual collation and paper trail of training records was hard to upkeep.

Sector / Industry

Manufacturing (Consumer Goods)

JR Methodology / Approach for the project

- KLCII consultants facilitated management and staff understanding and ownership of their learning applied to work
- KLCII designed a prototype online system to capture staff's reflections on their learning applications and impact
- HR and Department Managers were guided on how to review staff's applied learning and value-add to work performance, thus facilitating purposeful career and personal development conversations
- The above also provided meaningful inputs for the company's yearly learning needs analysis exercise conducted by Department Managers

Benefits derived / Outcomes achieved

- HR and Department Managers' job value increased from monitoring training to monitoring staff performance impacted by training
- Enhanced learning and development ecosystem that has direct impact on business performance with better staff performance
- Increase in productivity of staff with applied learning emphasized
- Better employee engagement that strengthens affinity to company and enhances staff retention