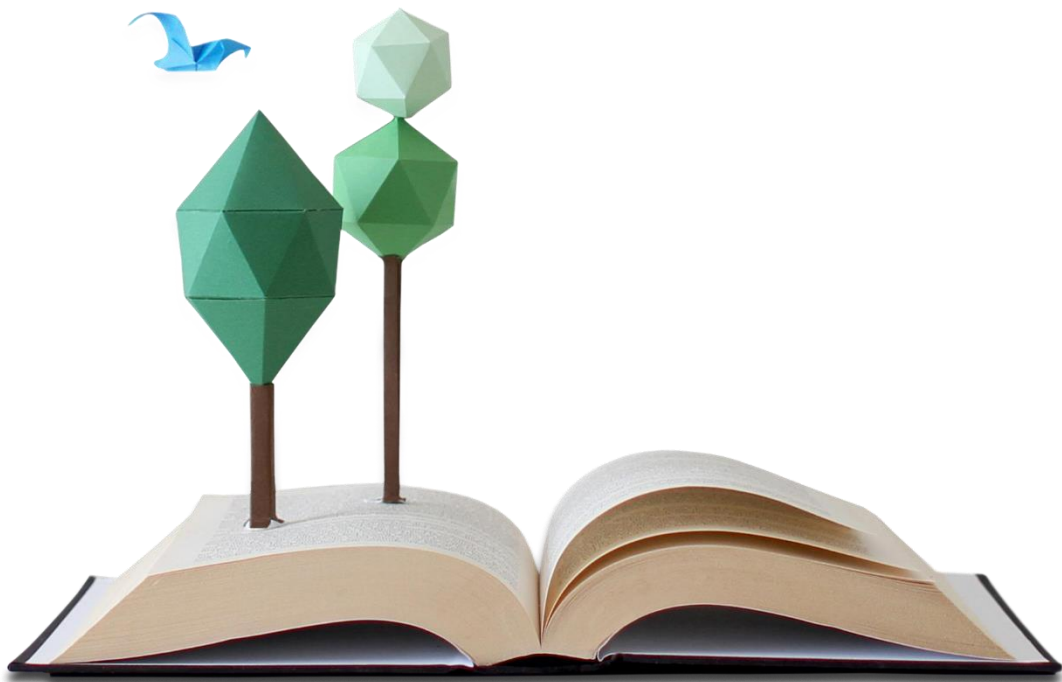




Mercer Case Studies

Job Redesign

February 2021



welcome to brighter

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Healthcare operations and support roles

The client was facing challenges in adapting operations to meet the demands of the aging population with co-morbidities. Demand for the medical procedure has increased by 68% in the last ten years and the patient comorbidity continues to increase.. This demand alongside the changes to the Dependency Ratio Ceiling (DRC) put pressure on their Centres and the Nursing staff.

We worked with the client on an end-to-end approach from design to implementation support:

- Assessment of jobs and tasks of key nursing and non-nursing roles in the Centre to observe and collect data
- Development of solutions related to jobs, process, technology, and upskilling for pain points and challenges identified in the assessment stage
- Help guide the client in carrying out work trials and measure the impact of the work trials

Outcomes achieved through this project

- **New role** created to carry out **non-clinical tasks** in the Centre allowing Nurses to focus on clinical tasks
- New role allows the client to **access alternative talent pools** by tapping into **people within the community** around their Centers
- The client also **streamlined processes** through the use of technology, including **phasing out most hardcopy forms** from operations
 - ✓ ○ **Worker's job size enlarged and/or job value increased***
 - ✓ ○ **Improved job attractiveness to the local workforce***
 - ✓ ○ **Improvement in productivity and reduced operating or manpower costs**
 - Improved wage outcomes of workers
 - Jobs have been redesigned to better support business transformation in the organisation
 - ✓ ○ **Non value added tasks have been restructured with higher value adding tasks**
 - Workers have been up skilled or multi skilled in tandem with enhanced nature of job tasks
 - ✓ ○ **Workers' capabilities have been enhanced to improve their career developmental opportunities**
 - ✓ ○ **Increased job satisfaction with facilitation of talent attraction and retention**

Mercer had the privilege to lead the sector-wide Job Redesign undertaking for the Hotels and Accommodation (H&A) sector, collaborating with five local and global hoteliers.

We covered 13 unique job roles across the key departments of Front Office, F&B, Reservations, Engineering and Housekeeping. For the H&A sector, key solutions deployed were cross-deployment across Front Office and F&B, cross-deployment of back-end corporate employees to Front Office and F&B and implementation of integrated systems to ease workflow across departments.

Here is how we delivered results to one of our partnering companies.

Hotel Front-end and Back-end roles

The client was facing inefficient coordination across the Front Office and Housekeeping teams, which resulted in multiple and disruptive phone calls to update employees on room occupancy statuses. Communication barriers also contributed to process inefficiencies and disruptions as the two teams were very diverse. The changes to the Dependency Ratio Ceiling (DRC) put pressure on the staffing of the current workforce.

We worked with the client on an end-to-end approach from design to implementation support:

- Walkthrough of the guest experience journey
- Assessment of both front-end and back-end jobs from Front Office and Housekeeping
- Prioritisation of solutions ranging from process, technology to uplifting capability
- Advisory of key preparatory steps to ensure successful technology implementation and tracking of data during solution roll-out

Outcomes achieved through this project

- Through the implementation of an e-housekeeping system, there was **90% reduction time spent** for back-end role to coordinate requests between Housekeeping and Front Office departments, which enabled back-end role to be upskilled and take on a **revenue-generating role** that is more focused on **customer advisory and upselling**
- **Increase in process efficiencies** due to enhanced coordination and accountability across the two departments
- **Enhanced career pathways and competencies** through the cross-deployment of Housekeeping employees to Front Office
- ✓ ○ **Worker's job size enlarged and/or job value increased***
- ✓ ○ **Improved job attractiveness to the local workforce***
- ✓ ○ **Improvement in productivity and reduced operating or manpower costs**

- Improved wage outcomes of workers
- Jobs have been redesigned to better support business transformation in the organisation
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Mercer had collaborated with seven retailers on a Retail sector-wide Job Redesign exercise, covering the following sub-sectors: Jewellery, Fashion, Supermarkets, Department stores, Furniture & Furnishings, Consumer Electronics.

Our team studied 16 unique roles, across key departments of Retail Operations, E-commerce, Customer Service, Merchandising, Procurement and Warehousing. We conducted in-depth job role diagnostics on current challenges, gaps and opportunities to advice on implementation of solutions ranging from process augmentation, technology re-configuration and adoption, and competency development.

Job Redesign is often misconstrued to be an overwhelming, complicated and daunting process. At Mercer, we take a systematic and structure approach to uncovering Job Redesign opportunities in a simple and straightforward manner.

Here is an example of results delivered to one of our retailers.

Retail Customer Service Roles

The retail client operated in the furnishing and interior sub-sector and was faced with largely manual processes, where more than 50% of daily operations consisted of manually calling up customers to confirm their furniture deliveries. Employees also spent the bulk of their time maintaining hardcopy documentation and manually charting delivery routes.

We worked with the client on an end-to-end approach from design to implementation support:

- Assessment of jobs and tasks across all Customer Service roles, analysis of touchpoints between adjacent departments such as Inventory and Finance
- Development of solutions related to jobs, process, technology, and upskilling for pain points and challenges identified in the assessment stage
- Help guide the client in carrying out work trials and measure the impact of the work trials

Outcomes achieved through this project

- **Elimination** of hardcopy documentation, through the re-configuration of existing SAP system and creation of softcopy forms
- **86% decrease in time spent** on manual calls, due to re-configuration of existing SMS system to trigger confirmation alerts, which prompted customers to confirm deliveries without requiring employees to make confirmation phone calls
- **Upskilling of customer relationship management competencies**, as technology re-configuration enabled employees to take on higher value-adding tasks of building customer relationships and performing service recovery

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