

Case Studies by Singapore University of Social Sciences, Institute for Adult Learning, Centre for Workplace Learning & Performance

Our job redesign methodology adopts our proprietary 5Rs (Rethink-Revisit-Reconfigure-Redeploy-Realign) job redesign model that goes in tandem with our in-house DO.C.I.E model (Diagnosis & Outline, Co-Creation, Implementation, and Evaluation), focusing in allowing a marriage of both top-down and bottom-up job redesign efforts. The emphasis on both top-down and bottom-up is very much demanded during the Co-Creation process, where both senior management and employees are engaged to work closely with the consultant to propose the appropriate interventions for deployment. Such an approach provides a flexible approach to stratify the downstream implementation, depending on the demands and requirements of the Job Redesign project.

Case Study One:

Job Redesign Project with Deloitte

Excerpts taken from Straits Times – <https://www.straitstimes.com/business/reimagining-upskilling-empowering-employees-to-drive-innovation> (29 November 2021)

Summary of Report

The Financial Advisory arm of Deloitte worked with the Institute for Adult Learning's Centre for Workplace Learning & Performance (CWLP), IAL to develop a training exercise for the team. "We want to equip our people with cross-servicing capabilities and empower them to share ideas and co-create innovative solutions so that we can transform the way we work and how we serve our clients," says Mr Keoy Soo Earn, financial advisory regional managing partner, Deloitte Southeast Asia. The training exercise combined certain job roles of employees from the Merger and Acquisition Transaction Services (MATS) and Valuation and Modelling (V&M) business units. It is a sensible move. Before the exercise, certain processes within the Financial Advisory business were duplicated by employees from the two teams, says Mr Keoy. For example, the teams used to manually input the same set of financial numbers from a client into data books that were held separately. By merging the two teams and introducing a single-source data book with automated dashboards, efficiency and productivity can naturally increase. The training exercise will be expanded across the Singapore team and other selected teams in Southeast Asia. For Mr Keoy, the project has been anchored by three pillars: The insights and gaps identified from previous projects, open communication with employees on how to improve work processes, and the independent, unbiased perspective from the CWLP. "The CWLP came in to conduct independent interviews with our people so that we were able to have an unbiased view of what our people thought about going through the exercise," he says.

Mr Keoy stresses the importance of such programmes for survival: "Upskilling and job redesign should be performed with foresight so that our people can stay relevant in today's dynamic marketplace, particularly as organisations focus on transformation to thrive in the new normal."

Case Study Two:

Job Redesign Project for Royal Plaza on Scotts (via the Food, Drinks and Allied Workers Union)

Excerpts taken from Straits Times – <https://www.straitstimes.com/business/reimagining-upskilling-empowering-employees-to-drive-innovation> (29 November 2021)

Summary of Report

When Mr Abdul Subhan steps into his workplace at Royal Plaza on Scotts hotel, he does so with his head held high. At 67, he has seldom felt more relevant, respected, and re-energised. He puts it down to another "R" word: Re-learning. In his 46 years at the hotel, he has always embraced learning to stay relevant. It has been rewarding; He rose from technician to assistant chief engineer in the span of 35 years by attending engineering courses and pursuing a diploma in management processes. The latest change in his journey of re-discovery? Learning how to manage security incidents, including terrorist threats, last year.

"Hotels have been merging duties across teams such as concierge and security," observes Mr Subhan. "(But) the initiative of merging engineering and security is a first, and it is interesting to see this evolution. "I appreciate the opportunities to learn and grow with the organisation."

His employer played a large part in empowering his quest to grow. It is part of Royal Plaza on Scotts' commitment to develop its "human capital", especially during tough times, says Ms Juliana Ong, the hotel's director of culture and human capital. Despite the pandemic lull, Royal Plaza on Scotts remains resilient. It has avoided retrenching any staff and is instead focusing on helping them grow.

"We strongly believe in expanding competencies across various functions and departments so that our employees can remain ready, relevant and resilient at all times ...One of our employee engagement strategies is to constantly nurture and develop our employees through professional challenges," says Ms Ong.

Re-energised, Mr Subhan is now helping the hotel design a training programme to equip engineering employees with security skills. The pilot initiative was developed with the support of the Institute for Adult Learning's Centre for Workplace Learning & Performance (CWLP). The CWLP aims to build a culture of learning across enterprises in Singapore. The Centre serves as a consultant, helping companies like Royal Plaza on Scotts identify learning gaps and design programmes to promote employee-driven innovation. So how can businesses ensure that they upskill and reskill employees successfully? For some companies, the answer is simple: Let employees drive innovation.

Mr Subhan worked with a workplace learning specialist from the CWLP to design the job scope, skills and challenges of a new role: Technician and security officer. Together, they developed the blueprint for on-the-job training. "It was a great opportunity for us to transform processes and create meaningful jobs for our employees," says Ms Ong. "(The engineering team) saw it as an opportunity to upskill and safeguard their career during the pandemic."

Since the project kicked off last January, about half of the engineering team have obtained their security license from the Singapore Police Force. Encouraged by the results, Ms Ong says the hotel plans to expand this cross-learning programme for the front office and F&B teams.