

Review and Development of Progressive Human Resource Practices

Raising the Professional Standards of the Early Childhood Educators for Talent Attraction and Retention



BACKGROUND LEADING TO THE PROJECT

SECTOR / INDUSTRY

Early Childhood Care & Education (ECCE)

JOB ROLES IMPACTED

Centre Leaders, Pre-School Teachers

BRIEF DESCRIPTION OF THE PROJECT

A Partner Operator (POP) with more than 30 centres has engaged EON to develop some baseline HR processes to ensure quality standards are met across the various franchise centres.

As part of building a sense of mastery, the operator hopes to redesign its key ECCE job roles by **aligning key tasks & competencies with the Skills Framework for ECCE**.

The operator also hopes to develop an **onboarding** and **mentoring** programme, review its **performance appraisal forms**, and develop a **career pathway** to better attract and retain talents.

APPROACH FOR THE PROJECT / DESIGN OF SOLUTIONS

1 ADOPTION OF THE SKILLS STANDARDS STATEMENTS FROM THE SKILLS FRAMEWORK

- Defined clearer and more objective work expectations through **review of performance appraisal forms** and aligning with the Skills Framework for ECCE.
- Incorporated relevant **Skills Standards statements** to enrich the jobs and align to the industry standards.

2 DEVELOPMENT OF ONBOARDING & MENTORING PROGRAMMES

- Developed **Skills Onboarding Learning Plans** for key job roles to shorten the duration of learning for new hires.
- Standardised onboarding practices across various centres and developed a **mentoring programme** to provide proper guidance to employees.

3 DEVELOPMENT OF CAREER PATHWAYS FOR TALENT RETENTION

- Chartered **Career Pathways** and outlined relevant qualifications, experience, and competencies required.

BENEFITS DERIVED / OUTCOMES ACHIEVED

WORKER'S JOB SIZE ENLARGED



- **Enlarged job scope** for Centre Leaders to include additional responsibilities of overseeing the onboarding and mentoring programme.

[Job Enlargement]

IMPROVED JOB ATTRACTIVENESS TO THE LOCAL WORKFORCE



- Enhanced staff **capabilities**.
- Teachers have a **better clarity** of their roles & work expectations, which are aligned with the Skills Framework for ECCE.
- Teachers are equipped with the **required skills & competencies** to perform well on their job through structured onboarding and mentoring.
- High-potential teachers are given **career development opportunities** to be assigned as a mentor. This motivates them to take pride in their work and **stay on with the operator**.

ABOUT EON CONSULTING & TRAINING PTE LTD

EON was established in 1996 and specialises in providing human capital consulting and training services to organisations in Singapore. Through the years, EON has helped organisations from various industries improve on strategic human capital alignment, redesign work processes, and making jobs more productive and attractive for employees. Since 2017, EON has also been working with government agencies and professional institutions to develop and deliver training programmes in job redesign.

SECTOR / INDUSTRY SPECIALISATION

- Early Childhood Care & Education
- Training & Adult Education
- Human Resources
- Accountancy
- Food & Beverage
- Healthcare
- Retail & Services
- Construction
- Food Manufacturing
- Logistics / Supply Chain

Using Skills Framework to Redesign Job Roles for Talent Development & Retention

Redefining Jobs and Reskilling Employees to Stay Relevant in a Changing Business Landscape



EON
Building Professional Capabilities

BACKGROUND LEADING TO THE PROJECT

SECTOR / INDUSTRY

Training & Adult Education

JOB ROLES IMPACTED

About 30 job roles across Sales, Product, and Central Operations divisions

BRIEF DESCRIPTION OF THE PROJECT

There had been a trend towards digital transformation and exploration of blended learning approach.

With the changing business landscape and priorities, the company needs to **review and redefine the job roles** of its people, so as to ensure that they have the necessary **skills & competencies** to perform their new and future roles.

In addition, the company would also like to **map out a career pathway** to better retain its top talents.

APPROACH FOR THE PROJECT / DESIGN OF SOLUTIONS

1 REVIEW AND ENHANCEMENT OF JOB DESCRIPTIONS & SPECIFICATIONS

- Performed **job analysis** to determine job roles, key tasks & other job & skills information
- HR and Line Managers **ascertained the relevance of existing work scope** and mapped out any new work scope, with reference to the relevant Skills Framework.
- Facilitated the **adoption of new Critical Work Functions & Key Tasks** to enlarge the job size and identified competencies required to perform the enhanced roles & responsibilities

2 DEVELOPMENT OF LEARNING ROADMAPS AND CAREER PATHWAYS FOR TALENT DEVELOPMENT & RETENTION

- Developed **Learning Roadmaps** and **Skills Onboarding Plan** to guide the development of new incumbents within the first 3 months of appointment and/or prepare existing employees for horizontal or vertical progression
- Chartered **Career Pathways** with clear competencies outlined for the various job families.

BENEFITS DERIVED / OUTCOMES ACHIEVED

WORKER'S JOB SIZE ENLARGED



- **Enlarged job scope** for key job roles across the Sales, Product, and Central Operations divisions, which helps to professionalise those job roles.

[Job Enlargement]

IMPROVED JOB ATTRACTIVENESS TO THE LOCAL WORKFORCE



- Achieved a **5% improvement** in the overall staff attrition rate.



- Employees have a **clearer idea** of their roles, performance expectations, and competencies required to succeed on the job.



- About **60%** of targeted employees agreed that they are clear of their career development, more confident of their growth trajectory and feel more in control and accountable of their own progression within the company.

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Digitisation of Performance Management System using E-Appraisal Forms

Leveraging Technology to Simplify Performance Management Process and Transform HR Function



BACKGROUND LEADING TO THE PROJECT

SECTOR / INDUSTRY

Human Resources / Precision Engineering

JOB ROLES IMPACTED

HR Manager & Executives

BRIEF DESCRIPTION OF THE PROJECT

In order to meet the company's aspirations and growth, a probe card manufacturer had engaged EON to review & develop a comprehensive performance management system that can help motivate, develop and retain employees.

Specifically, the HR & Finance Manager had indicated the company's intention to **digitalise its traditional paper-based performance appraisal forms using an e-appraisal system**, so that HR is able to confidently carried out the appraisal process with cost and time savings.

APPROACH FOR THE PROJECT / DESIGN OF SOLUTIONS

1 FACILITATE SELECTION OF PERFORMANCE QUALITIES & COMPETENCIES

- Facilitated **focus group discussions** among the Heads of Department (HODs) to gather inputs on the competencies and behavioural traits which are expected of the employees.

2 DIGITALISATION OF EXISTING PAPER-BASED PERFORMANCE APPRAISAL FORMS WITH E-APPRAISAL

- Developed a **step-by-step guide** on the actual performance management process for **communication with the e-appraisal vendor** regarding the initial design and set-up of the e-appraisal system.
- Provided an **E-Appraisal Form Design Instruction for E-Appraisal Vendor**, outlining important information pertaining to the design of the e-appraisal forms
- Designed **3 sets of e-appraisal forms**, to be used for by the Managers, Executives and Staff.

BENEFITS DERIVED / OUTCOMES ACHIEVED

WORKER'S JOB SIZE ENLARGED



- Use of e-appraisal system helps to make the appraisal form creation, allocation, and approval process easier, contributing to significant **cost and time savings for HR.**

[Job Simplification]



- Report generation process is simplified, allowing HR to focus on other **higher value-adding HR areas.**

IMPROVED JOB ATTRACTIVENESS TO THE LOCAL WORKFORCE



- HR can be more effective in managing the performance management process, resulting in **greater satisfaction** as they carry out their work.



- Implementation of a structured performance management system helps to motivate employees to perform well and **facilitate talent retention** within the company.

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Developing a Business Process Map to Clarify Job Roles & Responsibilities for Improved Job Performance



Redesigning Job Roles to Provide Better Role Clarity for Improved Work Efficiency & Productivity

BACKGROUND LEADING TO THE PROJECT

SECTOR / INDUSTRY

Environmental Services (Cleaning)

JOB ROLES IMPACTED

HR Director, Accounts Executives, Site Supervisors

BRIEF DESCRIPTION OF THE PROJECT

Prior to the project, employees are often deployed to support other functions during peak periods. As a result of the frequent multitasking, there could be overlapping work causing **low work efficiency & productivity** and a **lack in role clarity** causing work to be pushed around.

The Director also hopes to **pass on some of her operational work** to employees so that she can focus on other strategic areas. However, it was hard to find employees with the right capability & capacity to take on her work.

APPROACH FOR THE PROJECT / DESIGN OF SOLUTIONS

1 CREATE WORK BREAKDOWN STRUCTURE FOR KEY CORPORATE PROCESSES

- Mapped out major work processes in the company using a **RACI matrix** which also assigns responsibilities of each task to the various stakeholders involved in the process.
- Redesigned some processes to ensure a smoother flow and proper checkpoints were put in place.

2 DEVELOPMENT OF JOB DESCRIPTIONS & SPECIFICATIONS FOR ENHANCED ROLE CLARITY

- Designed **job map tables** to help the company draft work standards based on the job tasks listed in the RACI.
- Developed **job descriptions & specifications** to capture any new / revised tasks and performance expectations for the redesigned jobs.

3 IMPLEMENTATION OF PERFORMANCE-BASED REWARDS TO MOTIVATE & RETAIN EMPLOYEES

- Reviewed & enhanced **performance appraisal forms**.
- Established linkage between performance outcomes and rewards payout.

BENEFITS DERIVED / OUTCOMES ACHIEVED

WORKER'S JOB SIZE ENLARGED



- Business processes with high incidences of delay, mistakes and wastage were reviewed and enhanced, leading to **improvement in productivity** and **reduced operating costs**.



- Administrative tasks done by the HR Director were reassigned to other staff, allowing the Director to focus on **other value-added, strategic HR areas**.
[Job Enrichment]

IMPROVED JOB ATTRACTIVENESS TO THE LOCAL WORKFORCE



- There is a more objective basis to determine rewards payout with the implementation of a structured performance management system. This helps to motivate employees to perform well and **facilitate talent retention** within the company.

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