



## Case Studies by Ernst & Young Advisory Pte Ltd

### **Case Study 1**

#### Title

Job Redesign of Learning and Development (L&D) role in F&B group

#### Problem Statement

The organisation relies on a labour-intensive process to deliver in-person training to their operations staff who are based in F&B outlets across Singapore. This manual mode of training requires a large L&D team to deliver, resulting in inefficiencies and lack of data to guide their talent development efforts.

In addition, the organisation has ambitions to provide external training and sought to enhance their talent development capabilities by leveraging on technology.

#### Sector/Industry of the Company

Food Services

#### Approach for the project

- Assessment of the organisation's business priorities as guiding principles for Job Redesign
- Analysis of job role's responsibilities, processes and systems to understand current processes and pain points
- Identification of Job Redesign opportunities and technology for implementation
- Development of business case for Job Redesign
- Review and redesign of processes and job role, including identification of required skillsets and training to bridge skills gaps
- Action planning for Job Redesign implementation
- Assessment of Job Redesign effectiveness to evidence productivity and capability enhancements

#### Benefits derived/outcomes achieved

- Improved productivity
- Improved training outreach to operations staff that are spread across outlets
- Improved employee experience via mobile learning platform
- Enhanced L&D capabilities to address talent development needs, that also lay the foundation for new service offering



## Case Study 2

### Title

Job Redesign of a customer-facing role in a local private hospital

### Problem Statement

The organisation took pride in providing 'five-star' service and sought to improve their customer experience but faced challenges in streamlining customer touchpoints and retaining high performing individuals in a key customer-facing role.

### Sector/Industry of the Company

Healthcare

### Approach for the project

- Assessment of the hospital's business priorities as guiding principles for Job Redesign
- Job shadowing to understand job role's responsibilities, processes and pain points
- Identification of opportunities to redesign job role and processes, as well as the impact and effort required
- Implementation of Job Redesign pilots with effectiveness monitoring and evaluation

### Benefits derived/outcomes achieved

- Improved accuracy and efficiency of customer touchpoints
- Improved customer experience
- Improved employee satisfaction and desirability of job role to attract and retain good performers



## Case Study 3

### Title

Job Redesign of Production Manager role in an end-to-end fit-out services company under the Industry 4.0 Human Capital Initiative

### Problem Statement

An end-to-end fit-out services company based in Singapore sought to increase its production capacity and labour productivity to support the company's growth. To achieve its objectives, the company piloted digital tools that enabled clearer visibility of the progress of projects and improvements to production scheduling. At the same time, the company explored the redesign of the Production Manager's role to drive sustainability in the implementation of digital tools.

### Sector/Industry of the Company

Design/Manufacturing

### Approach for the project

- Developed a prototype digital work order management system, which enabled supervisors to allocate and track work order completion digitally
- Performed Job Redesign for the Production Manager's role through identifying technology-impacted tasks and skills
- Conducted a skills gap analysis for Production Manager incumbents to assess learning needs
- Identified appropriate publicly available training programmes for incumbents
- Provided recommendations on salary ranges and career pathways in line with the redesigned role

### Benefits derived/outcomes achieved with reference to PSG-JR outcomes

- Identified learning and development opportunities for the Production Manager to upskill in areas such as data analysis, continuous process improvement and production planning
- Recommended a salary range increment of more than 10% for the redesigned job role to reflect new responsibilities and skills, as well as improve attractiveness to the local workforce
- Recommended improvements to other human capital practices such as career pathing and performance management to align with the new digital work order management system
- Implementation of the combined roadmap across business, technology and human capital levers will result in a labour productivity improvement of 35%

## Case Study 4

### Title

Job Redesign of Assistant Quality Engineer role in a design and manufacturing services company under the Industry 4.0 Human Capital Initiative

### Problem Statement

A design and manufacturing services company sought to reduce quality variances for its high-defect parts, which were driving high unpredictability for production planning and deterioration of the company's profit margin. To achieve its objectives, the company piloted a data collection and analytic solutions to improve the quality and consistency of its products. In addition, the company explored the redesign of the Assistant Quality Engineer's role to drive sustainability in the implementation of digital solutions.

### Sector/Industry of the Company

Design/Manufacturing

### Approach for the project

- Digitised the data collection process to support a data-driven approach in monitoring and diagnosing operational issues
- Performed Job Redesign of the Assistant Quality Engineer's role through identifying technology-impacted tasks and skills
- Conducted a skills gap analysis for Assistant Quality Engineer incumbents to assess learning needs
- Identified appropriate publicly available training programmes for incumbents
- Provided recommendations on salary ranges and career pathways in line with the redesigned role

### Benefits derived/outcomes achieved with reference to PSG-JR outcomes

- Identified new vertical and lateral career pathways within the organisation for the Assistant Quality Engineer spanning multiple functions
- Developed specific learning and development roadmaps to guide the further upskilling of Quality Assurance Managers in advanced data analytics to continue refining its quality analytics models and scaling these models across all products
- Reduction of 45% in defect rates forecasted across its product lines upon scale-up of the new systems and upskilling efforts, leading to significant savings and improved profitability
- Recommended improvements to other human capital practices such as compensation and benefits and recruitment and selection to increase the attractiveness of the company and its roles to the local workforce



## Case Study 5

### Title

Job Redesign for a Singapore Government Agency Group

### Problem Statement

The organisation was looking to transform and move into a desired future that enables the Agency Group to better serve the needs of the various stakeholders and citizens. This included looking at the right processes, capabilities, structure and composition of the workforce needed to achieve the strategic objectives and goals.

### Sector/Industry of the Company

Government

### Approach for the project

- Understanding of Agency Group's strategic directions and defining design principles for Organisation Design
- Development of Organisation Design options for Agency Group's consideration
- Conduct of Job Redesign for job roles impacted by new system implementation and business process improvement
- Conduct of Job Evaluation for determining the relative worth of redesigned jobs in relation to other jobs within the organisation
- Development of Compensation & Benefits framework and recommendations for the redesigned job roles
- Establishment of Career Pathways to draw vertical and lateral movements/opportunities for employees within the organisation
- Development of Competency Framework for redesigned job roles, including proficiency level descriptors for core and technical skills required

### Benefits derived/outcomes achieved

Benefits to be realised upon full implementation of the new system:

- Worker's job size enlarged and job value increased
- Improved wage outcomes of workers
- Jobs have been redesigned to better support business transformation in the organisation
- Non value-added tasks are restructured with higher value-adding tasks added
- Workers have been up-skilled or multi-skilled in tandem with enhanced nature of job tasks
- Improvement in productivity and reduced operating or manpower costs
- Workers' capabilities have been enhanced for career development and opportunities are created for better career pathways
- Increased job satisfaction with facilitation of talent attraction and retention