

**SINGAPORE
PERSPECTIVES2018**
Together

Singapore Perspectives 2018

Together

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HEALTH WEALTH CAREER

2018 SINGAPORE PERSPECTIVES CONFERENCE

REDESIGNING JOBS FOR OUR SILVER AGE TO DRIVE OUR THRIVING ECONOMY

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JOB REDESIGN AS A MEANS TO DRIVE PRODUCTIVITY

1

Why job redesign?

2

What makes job redesign challenging?

3

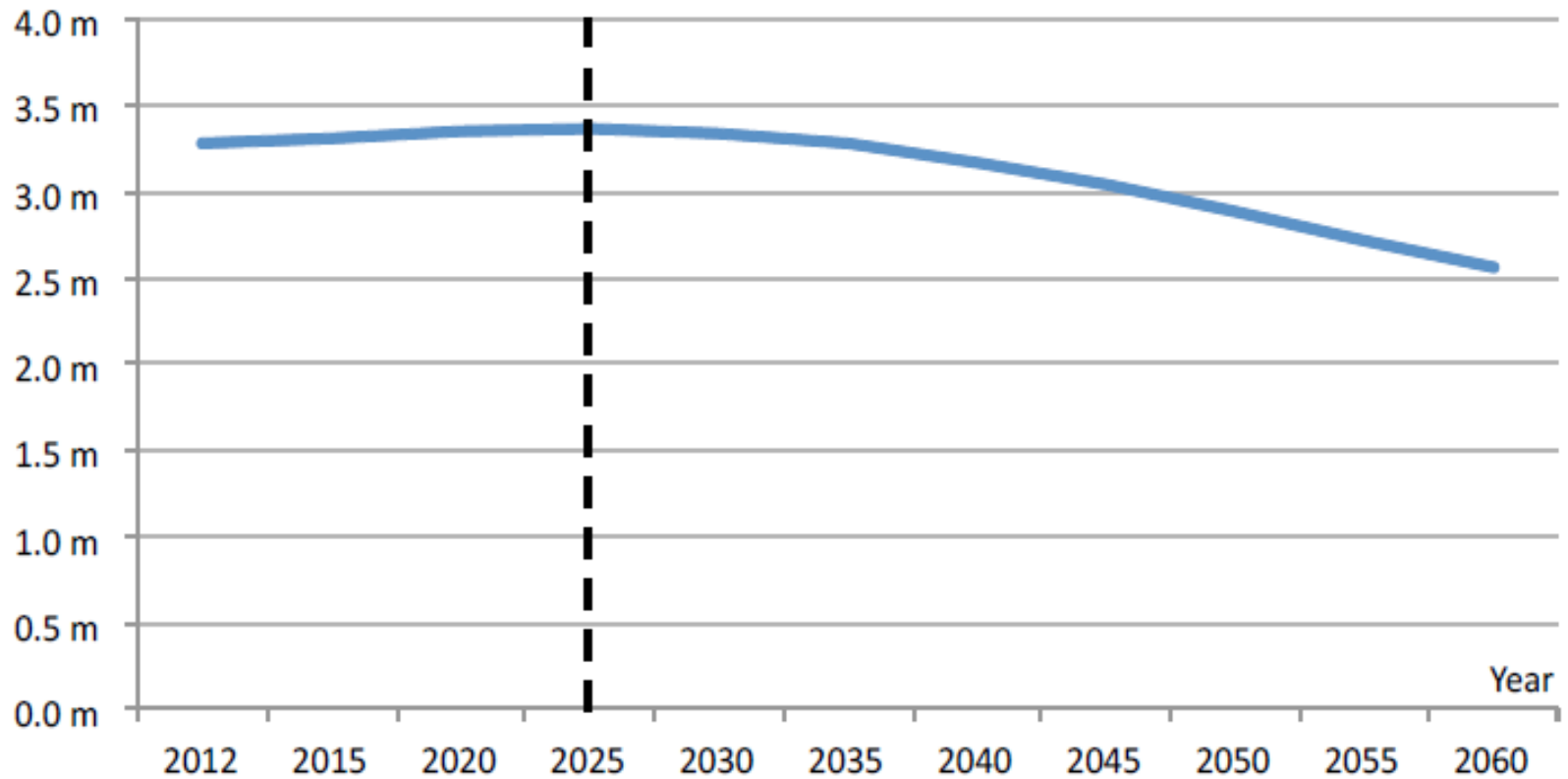
How do we make job redesign really work?

1. WHY JOB REDESIGN?



OUR LABOUR MARKET IS SHRINKING

Citizen Population Size



Median
Age

40

43

45

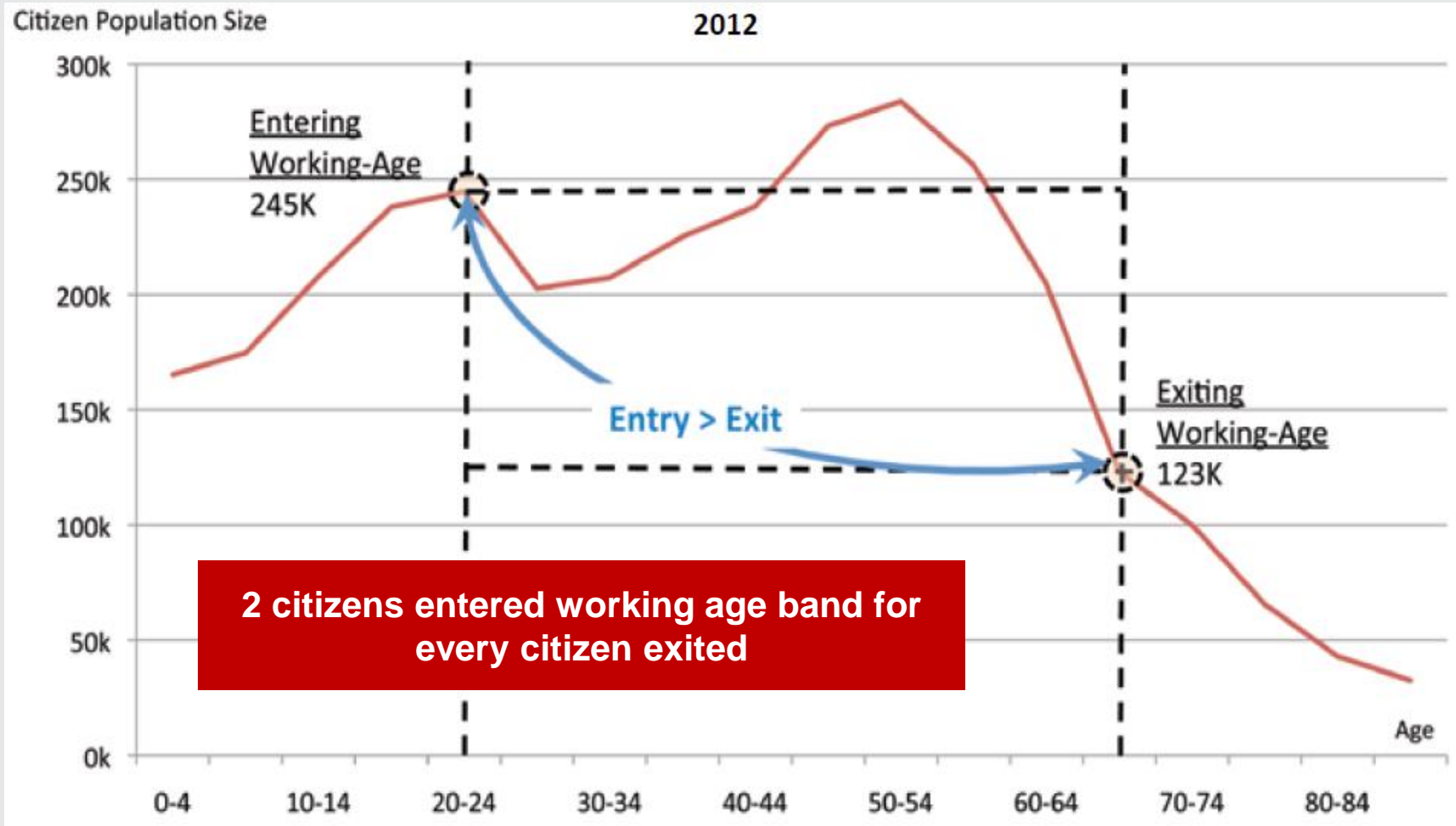
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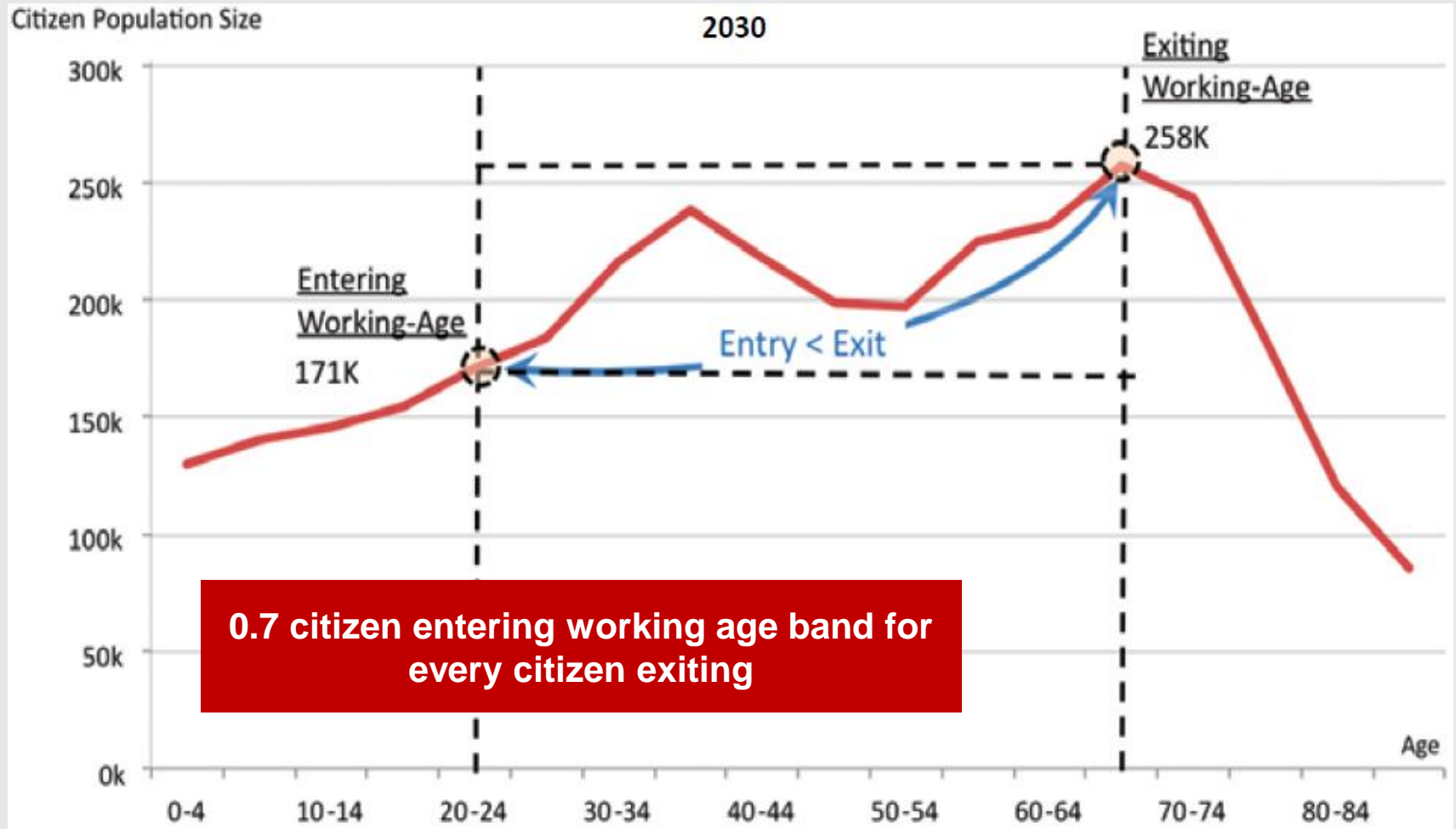
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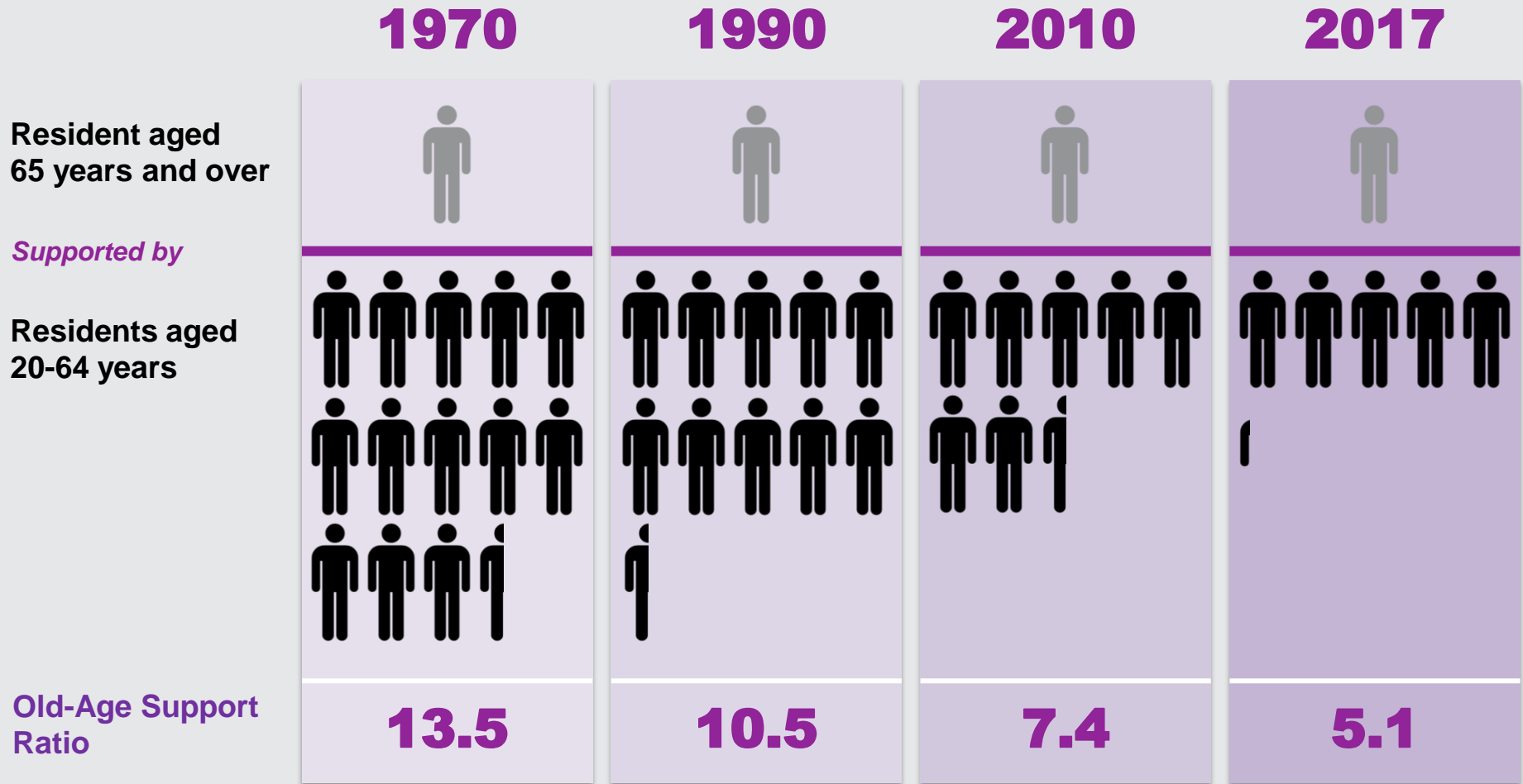
OUR LABOUR MARKET IS SHRINKING



OUR LABOUR MARKET IS SHRINKING



OUR POPULATION IS AGEING



OUR POPULATION IS AGEING

In 2030, Singapore will have



**We need to keep older workers meaningfully
in the workforce for as long as possible**

OUR DEPENDENCY ON FOREIGN WORKERS



“ Between 2011 and 2014, **workforce growth at 4% caused also 4% in GDP growth**, despite no gains in productivity. And in 2015 and the first half of 2016, also with **flat productivity growth and 2% workforce growth**, **GDP growth was only around 2%**. ”

“ ...projected **GDP growth this year will come from productivity gains**, since total employment change - the other component of GDP growth - is likely to be flat or even negative... Without productivity gains, we will eventually lose our competitiveness. Wages will stagnate too. ”

Manpower Minister Lim Swee Say

Sources:

¹Speech by Manpower Minister Lim Swee Say at SBF Productivity Conference and Exhibition 2016

²The Business Times, “Productivity growth this year expected to be about 3%: Lim Swee Say”, published 24 Nov 2017

OUR DEPENDENCY ON FOREIGN WORKERS

	2012	2013	2014	2015	2016
Resident Workforce	2.12M	2.14M	2.19M	2.23M	2.26M
Foreign Workforce	1.27M	1.32M	1.36M	1,39M	1.39M
Foreign Workforce Growth	-	4.2%	2.6%	2.3%	0.4%
Total Workforce	3.4M	3.4M	3.5M	3.6M	3.7M
Workforce Growth	-	2.44%	2.53%	2.26%	1.72%
GDP Growth	1.3%	4.4%	2.9%	2.0%	2.0%
Productivity Growth	-0.5%	0.3%	-0.8%	-0.2%	1.0%

Source:

<http://stats.mom.gov.sg/Pages/Labour-Force-Summary-Table.aspx>

<https://www.mti.gov.sg/ResearchRoom/Pages/Economic-Surveys-ESS.aspx?tag=Research%20Room>

<http://www.mom.gov.sg/documents-and-publications/foreign-workforce-numbers>

OUR DEPENDENCY ON FOREIGN WORKERS

“With an ageing population, **our local workforce will grow much slower in future.** At the same time, we are also **moderating the increase of foreign manpower.** Manpower could become the bottleneck of our future growth, unless we speed up efforts to become a more manpower-lean economy and a productive workforce.”

“**Liberally opening the floodgates to foreign manpower is not an option,** as this would make Singaporean workers a minority within their own land, so the only solution is to find a way to achieve a **“quantum leap in productivity.”**”

Manpower Minister Lim Swee Say



PRODUCTIVITY UPLIFT IN 2017



“ In the past five years, **productivity growth has languished** at between minus 0.2 per cent and 1 per cent despite efforts to help firms and workers upgrade. In 2017, it **shot up to between 3 per cent and 3.5 per cent**, due to an **improving global economy** and a **tightening of the inflow of foreign workers**. ”

Prime Minister Lee Hsien Loong

*While productivity has improved,
the well-being of the workforce is unknown*

PRODUCTIVITY IS NOT JUST ABOUT NEW TECHNOLOGY AND FUTURE SKILLS



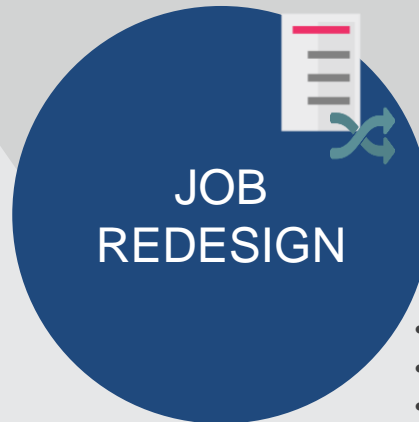
TOOLS & EQUIPMENT

- Machine learning
- Artificial Intelligence
- Robotics



KNOWLEDGE & ABILITIES

- Future proofing the economy
- Social mobility
- Workforce mobility



- Machine augmentation
- Process optimisation
- Better allocation of responsibilities

✓ **Manpower-lean workforce**

✓ **Employee well-being**

✓ **Workforce productivity**

Job design

Look at *what* work should be done in a job and
how the work should be done

Job re-design

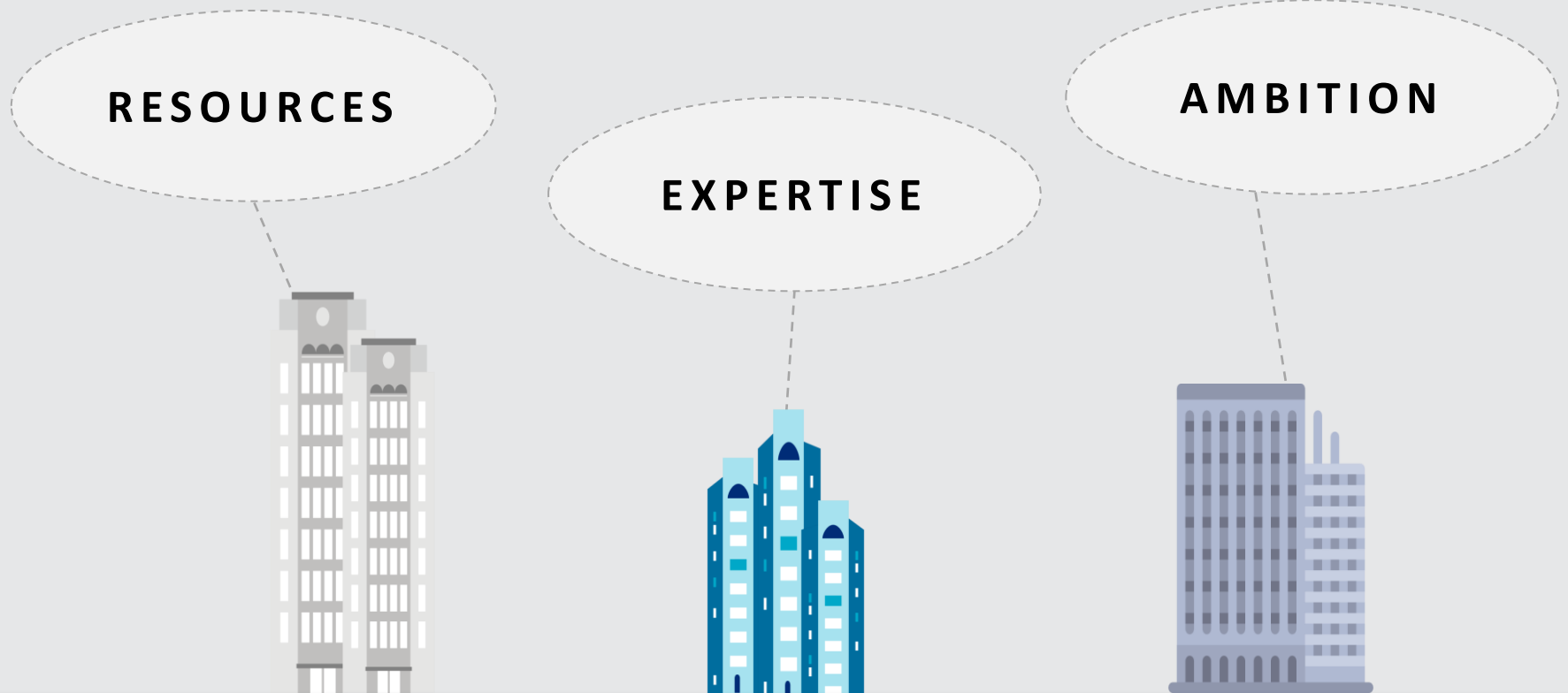
*Re-look at **what** work should be done in a job
and **how** the work should be done*

2. WHAT MAKES JOB REDESIGN CHALLENGING?



NOT A ONE-SIZE-FITS-ALL APPROACH

Our economy is made up of different types of companies with different levels of access to job redesign



OBSTACLES TO A SUCCESSFUL JOB REDESIGN

Work design influences multiple outcomes

Trade-offs between design approaches

Difficulty in choosing a unit of analysis

Difficulty in predicting a job before it exists

Individual differences complicate job design

Job enlargement can occur without job redesign

New jobs need to be created as part of growth or downsizing

Long-term vs short-term effects

EMPLOYEES AT THE CENTER OF IT ALL

Will I be removed from the job after the redesign?

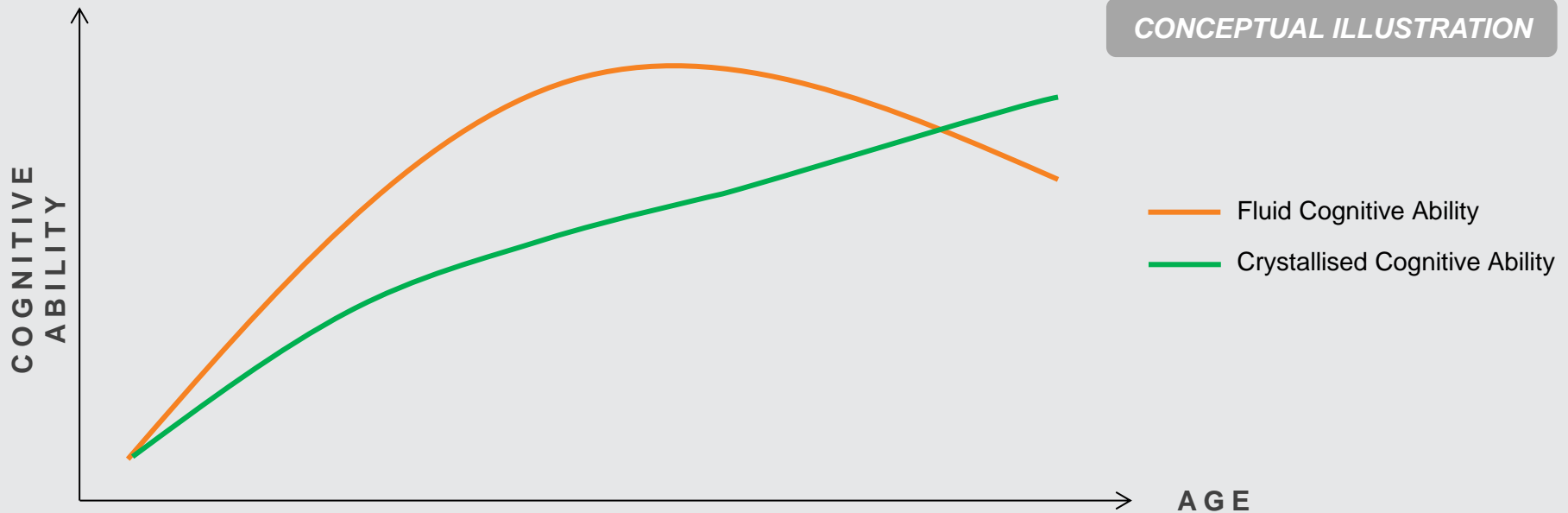


Will my job be made more difficult?

Why does my job need to be redesigned? Am I not performing well?

Employees need psychological security during job redesign

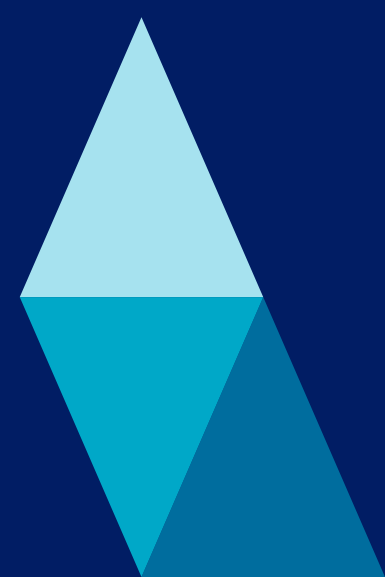
DEBUNKING MYTHS ON SILVER AGE WORKERS



- **Fluid ability** broadly reflects **abilities that are involved in new learning or problem-solving performance** and generally peak somewhere in the twenties or thirties and then generally **decline with increasing age**
- **Crystallised ability** refers to intelligence gathered through **knowledge and experience**

Older people are able to offset declines in cognitive abilities with knowledge and skills acquired through experience

3. HOW TO MAKE JOB REDESIGN REALLY WORK?



ADDRESSING DIVERSE JOB REDESIGN NEEDS

SPEED OF IMPLEMENTATION

- EFFORT
- RESOURCES
- IMPACT

Job Redesign “QUICK-START”

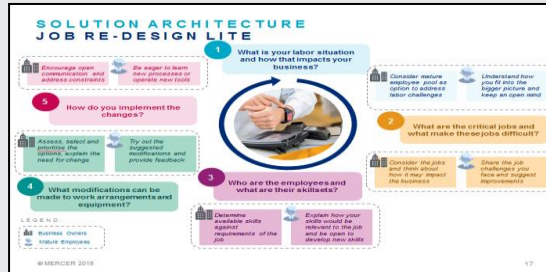
SOLUTION ARCHITECTURE
QUICK START LANDING PAGE WITH RELEVANT JOBS.

	Types of Jobs				
	Customer Service Officer	Store Manager	Retail Sales Assistant	Cashier	Security Officer
Quick Start	1. Assist customers in the store by providing information and advice on products and services.	2. Manage the store in the absence of the manager, ensuring the store is running smoothly.	3. Assist customers in the store by providing information and advice on products and services.	4. Receive, count and verify money received from customers and return money to customers.	5. Inspect the premises and report safety hazards to the manager.
Physical Ability	HEARING	VISION	HEARING	VISION	HEARING
Cognitive Ability	Problem Solving Working Memory Speed Reasoning and Numerical Ability	Problem Solving Reasoning and Numerical Ability	Problem Solving Reasoning and Numerical Ability	Speed and Accuracy Working Memory	Speed and Accuracy Reasoning and Numerical Ability
Motor/Sensory Ability	Lower Back Pain Upper Limb Extension	Lower Back Pain	Lower Back Pain	Lower Back Pain	Lower Back Pain Tinnitus
Work Arrangements	Smart Phones Career Flexibility	Flexibility around Time	Flexibility of Work	Work hour Flexibility	Work Schedule Flexibility

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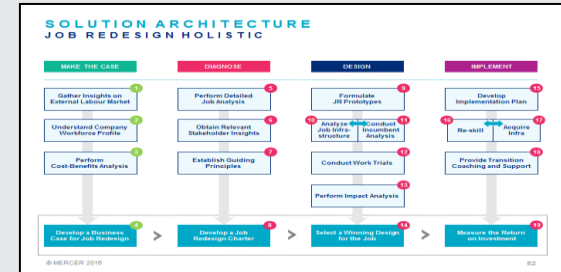
Quick solutions focusing on common issues faced

Job Redesign “LITE”



Easy-to-implement 5-step process

Job Redesign “HOLISTIC”



Full-scale job-redesign methodology for high business impact

SUCCESS STORIES

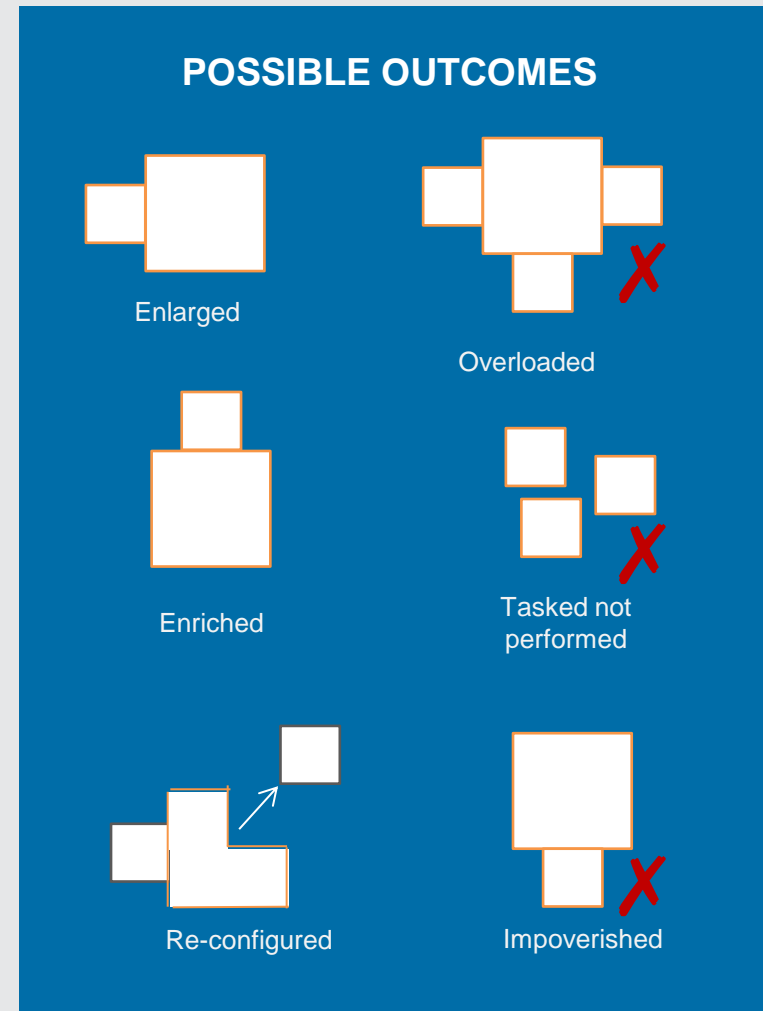
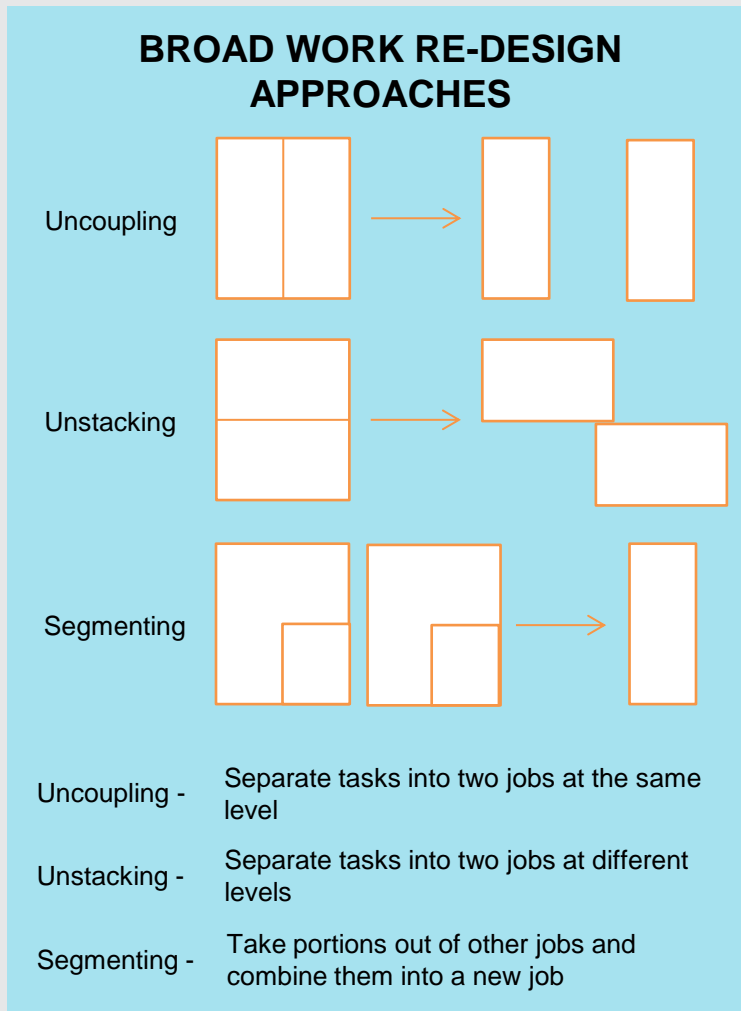
PILOT STUDIES

STRIKING THE RIGHT BALANCE

Model	Illustrative Recommendations	Typical Benefits	Typical Costs
Mechanistic	<ul style="list-style-type: none"> • Specialisation • Simplification • Repetition 	<ul style="list-style-type: none"> • Efficiency • Easier staffing • Reduced training 	<ul style="list-style-type: none"> • Decreased satisfaction • Decreased motivation
Motivational	<ul style="list-style-type: none"> • Variety • Autonomy • Participation 	<ul style="list-style-type: none"> • Satisfaction • Intrinsic motivation • Retention • Customer service 	<ul style="list-style-type: none"> • Training • Errors • Stress
Perceptual	<ul style="list-style-type: none"> • Reduce information-processing requirements 	<ul style="list-style-type: none"> • Reduced errors • Fewer accidents • Less mental overload 	<ul style="list-style-type: none"> • Boredom • Monotony
Biological	<ul style="list-style-type: none"> • Reduce physical requirements • Reduce environmental stressors 	<ul style="list-style-type: none"> • Physical comfort • Reduced physical stress • Reduced fatigue 	<ul style="list-style-type: none"> • Financial costs • Inactivity

Desired output should tap on the benefits and avoid the costs

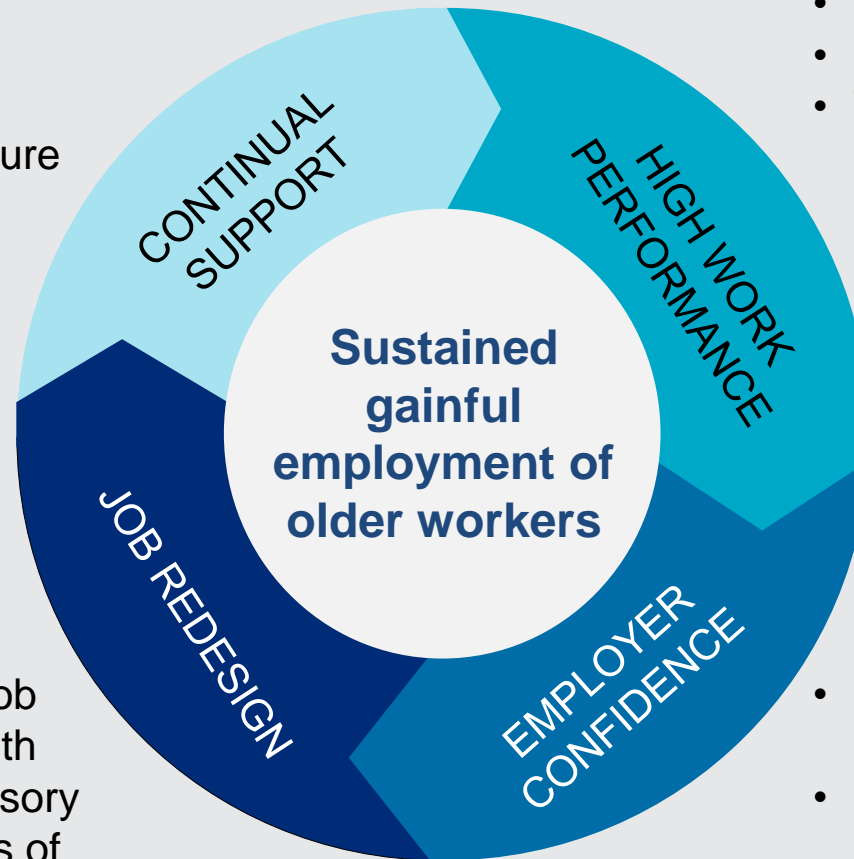
AVOID JOB REDESIGN PITFALLS



LOOKING AT THE BIG PICTURE

- Training
- Mentoring
- Inclusive work practices and culture

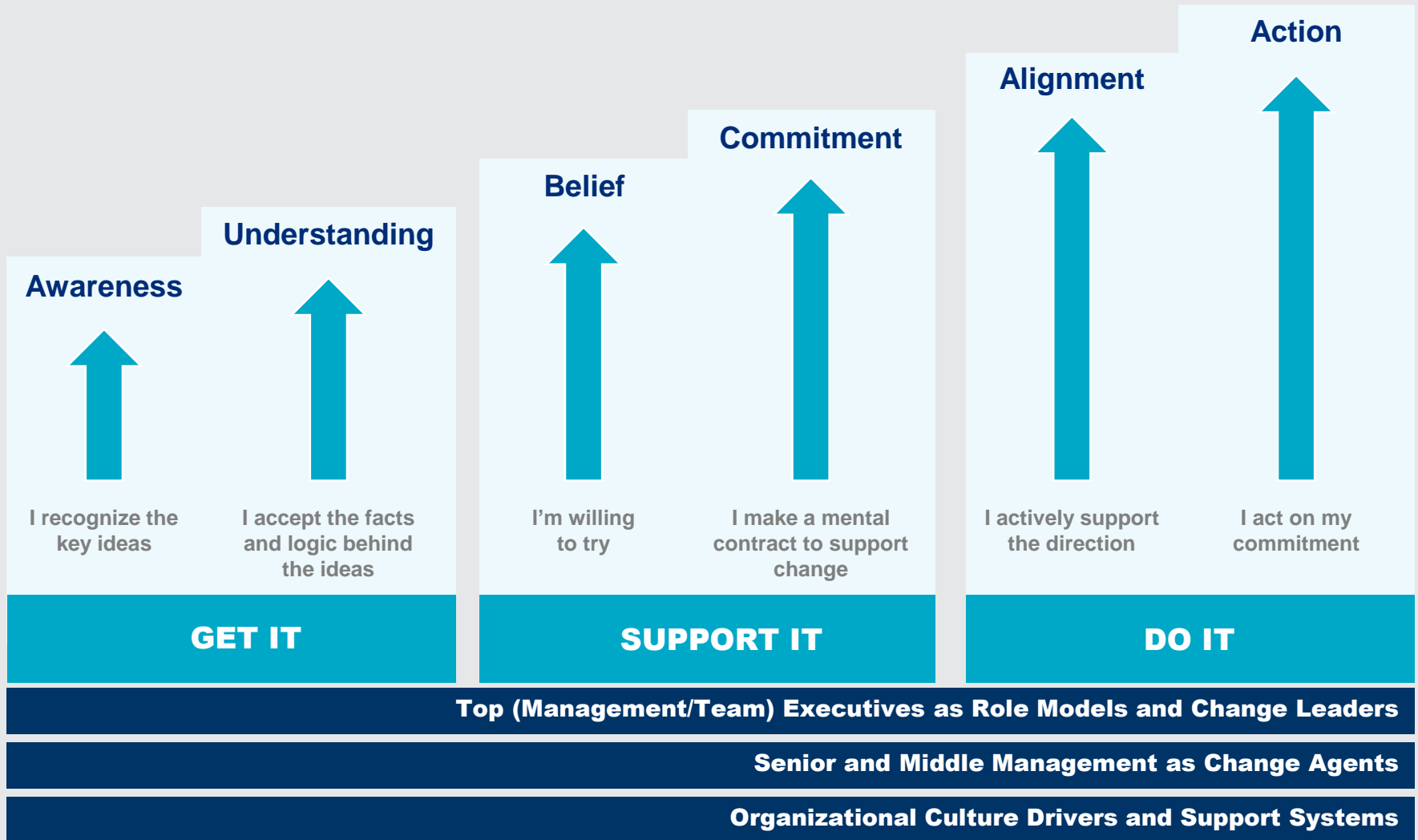
- Efficiency
- Effectiveness
- Teamwork



- Demands of the job commensurate with the cognitive, sensory and motor abilities of older workers
- Job fulfilment

- Willingness to continue employing older workers
- Willingness to continue investing in age-inclusive workplace practices
- Willingness to support job re-design efforts

EMBRACING CHANGE



4. SUCCESS STORIES



JOB REDESIGN SUCCESS STORIES: LAWRY'S



LAWRY'S THE PRIME RIB SINGAPORE



What was implemented

- Flexible working hours
- Direct feedback channel: Silver Work Mentor Programme
- E-menu ordering system
- Shared task allocation with younger employees

- Improve physical workplace environment
 - Automated tools
 - Anti-slip mats
 - Trolleys to reduce heavy lifting
 - Chairs and rest area to reduce fatigue
 - Ladder to reach high places

Industry: **F&B**

Percentage of older workers in workforce: **20%**



"Training older employees is fast, due to their years of experience. Their knowledge and experience is also highly valuable."

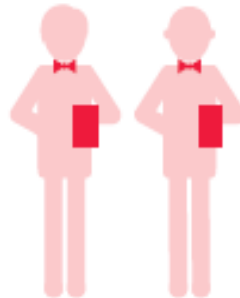
- Mr Kevin Koh, Director

"Our older employees are not resistant to change. They believe it is never too late to engage in new technology and learn new skills."

- Ms Claudya Putri, Sales & Marketing Manager

"My job is not strenuous at all. It also helps that I have a trolley to clear tables efficiently."

- Mescon, Busser, 62 years old



"I challenged myself to learn. Everything is computerised now, which makes my job easier."

- Ray, Host, 53 years old

"I look up to Kak Ray (older sister) as my mentor and I learn so much from her."

- Eka, Host, 23 years old

JOB REDESIGN SUCCESS STORIES: LAWRY'S



Lawry's E-Menu Ordering System



Guests pays and bill printed



Server shows the bill from iPad & make changes, if required



Guests request bill



Food is served to guests



Guests seated and menu presented



Server introduced & take orders via iPad



Orders sent automatically to kitchen



Server to pick up when iPad notifies food is ready

WIN-WIN!

Lawry's
The Prime Rib
Singapore



30%

Improvement with the newly implemented workflow.



This means decreased occurrence of errors and customers can be served faster, while older workers work at a level that is safe, more productive and less stressful.

Note: E-Menu Ordering System projected implementation in Q3 2016.

JOB REDESIGN SUCCESS STORIES: CPF

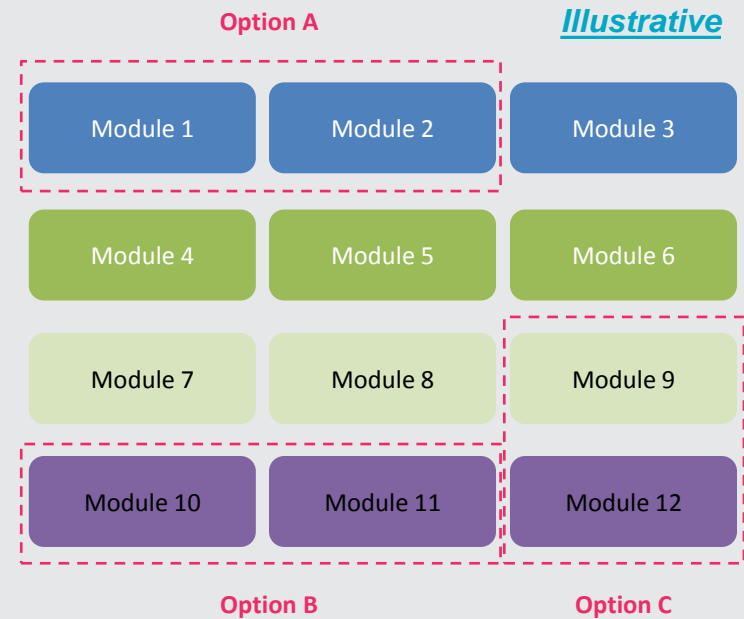


KEY REALISATIONS IN RECRUITING MATURE EMPLOYEES

- Life experiences brought to the job
- Skillsets required for service delivery cannot be taught in school
- Relate better with CPF's clientele base who consist of older individuals
- Shorter peak periods from 10am to 3pm daily

JOB REDESIGN FOR MATURE EMPLOYEES

- 2 month's training:
 - Proficiency assessment conducted upon hire
 - Modular-based/compartmentalised approach
 - To be trained in at least 2 modules
 - Training period may be extended
 - Can take up new modules over time
- Option to work either 21, 28 or 30.5 hours per week



JOB REDESIGN SUCCESS STORIES: CPF



*“I think the key in getting mature employees back to the workforce is by designing jobs that comprise of **simpler and manageable tasks**. **Flexibility in working hours** will also play a big part in enticing them.”*

*“This is my retirement job, I see myself working here as long as I am **still physically and mentally healthy**.”*

*“It is a **blessing in disguise** - there aren't many employers who are willing to hire mature employees yet provide them with so much flexibility.”*

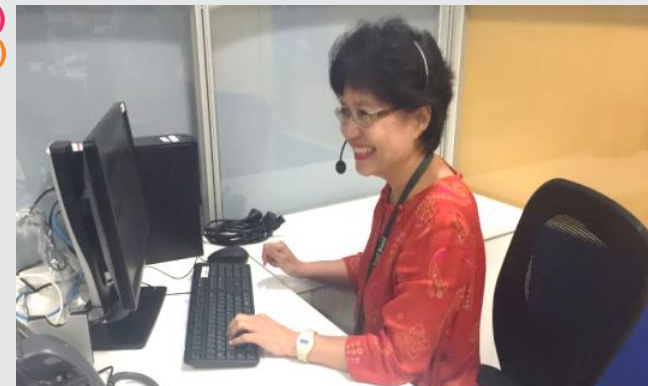


Left: Krish, 58 years old (8 years in CPF)
Right: Anne, 57 years old (1 year in CPF)

*Conducting a “Job Preview Day” would be an important initiative to **give these mature employees a sense of the working environment** and to assess whether the job is a good fit for them. CPF practices this for all new hires before confirming employment and I personally found it to be very helpful in terms of **managing my expectations**.*

*“**Learning is a lifetime journey**... in order to assimilate to the working environment, you must be willing to immerse yourself in the organisation and others will recognise your effort.”*

*“As there are regular changes and upgrades, we are always kept on our toes... this helps **keep my mind active** especially at this age.”*



THANK YOU!

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MAKE



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TODAY**

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