



# HR Job Redesign Toolkit

## Templates

These templates accompany the HR Job Redesign Toolkit. They are designed to support enterprises to implement Job Redesign through our 6-step methodology.

We recommend that you use the toolkit and these templates as a guide, and adapt the necessary based on your circumstance.

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# Content Page (2/2)

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# Diagnose Existing Processes and Jobs

## TEMPLATES

**Approach 1A:** Conduct interviews with senior management to understand business direction

- Executive Interview Guide

**Approach 1B:** Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points

- Shortlist of Potential Processes for Redesign

**Approach 1C:** Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

- Assessment of Potential
- Job Redesign Roadmap

# 1

## Step





## Overview

### Description

This template acts as a guide for HR Practitioners, when conducting interviews with Senior Management Executives, to understand the company's strategic goals and key challenges, growth drivers as well as opportunities for Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Senior Management Executives

### Outcome

- Short-term and long-term goals of the company are identified, alongside key success measures for tracking
- Key success factors to achieve goals, including critical roles and skills, are defined
- Guiding principles for Job Redesign and business process reengineering are established

### Instructions

1. Determine the key themes that are pertinent to guide your business growth and transformation efforts (e.g. business strategy, challenges to growth, workforce management considerations)
2. Identify the Senior Management Executives who are best placed to provide input on the key themes
3. Conduct interviews with the identified Senior Management Executives to identify opportunities and set the direction for Job Redesign implementation
4. Capture the input from Senior Management Executives in the "Executive Interview Guide" template

### Tip(s)

- Based on the key themes that are most pertinent to your enterprise, adjust the questions in the template to help you determine the priorities and parameters for your Job Redesign efforts

## Approach 1A

## Conduct interviews with senior management to understand business direction

# Executive Interview Guide

## Overview

## Template



## Approach 1A

**Conduct interviews with senior management to understand business direction**

# Executive Interview Guide

Overview

**Template**

## Template

Overall Business Strategy	<p><b>How would you describe your company's current growth stage?</b></p> <p> <input type="checkbox"/> Budding             <input type="checkbox"/> Profitable, maintaining stability             <input type="checkbox"/> Preparing for growth             <input type="checkbox"/> Aggressively expanding             <input type="checkbox"/> Maturing       </p>
	<p><b>For the past few years, what are key areas of business where significant investments have been made?</b></p>
	<p><b>In the next few years, what are the key focus areas for your business and which business units are you targeting to grow?</b></p>
	<p><b>Looking ahead, what are the trends in your market environment and/or industry that will impact your business?</b></p>
Challenges to Growth	<p><b>What are the key issues and pain points you face when it comes to growing your business?</b></p>
	<p><b>Which processes or systems need to be improved in order to enable the company's plans?</b></p>
Workforce Management Considerations	<p><b>How involved is management in HR's initiatives?</b></p> <p> <input type="checkbox"/> On a needs basis – direct intervention by senior management  <input type="checkbox"/> As a controlled constraint – HR leads  <input type="checkbox"/> As key managerial responsibility – HR guides business units  <input type="checkbox"/> As a key strategic resource – line managers are actively involved  <input type="checkbox"/> Integrated into current and future company needs – all leaders are involved, in partnership with HR       </p>
	<p><b>What skills/capabilities do the company need to enable its plans?</b></p>
	<p><b>What are the key issues you face in recruiting and retaining talent?</b></p>



## Overview

### Description

This template is designed to assist HR Practitioners and line managers to understand the criticality and pain points of process areas, and identify preliminary opportunities for Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- Potential process area(s) for Job Redesign are identified for further study

### Instructions

1. List down the processes that you would like to transform or are considering for Job Redesign as column headers (the top row in grey) under "Process Areas"
2. Under the "Characteristics of Current Processes" column (the leftmost column in grey), list down the criteria that will guide your assessment of suitability for Job Redesign. Typically, these criteria will assess the criticality of the process area to your business, its maturity, operational inefficiencies and workforce challenges. You may consider including characteristics such as:
  - Critical to business strategy
  - Labour-intensive, physically demanding
  - Low technology usage
  - Heavy reliance on manual tasks
  - Significant gaps between current practices and market best practices
  - Lack of skills amongst incumbents involved in the process
3. Check (✓) the corresponding boxes to indicate process areas that meet the assessment criteria. Process area(s) which are assessed to meet more criteria are expected to have greater potential for enhancement via Job Redesign

### Tip(s)

- When assessing suitability for Job Redesign, remember to consider the People, Process and Technology aspects of the process areas. Refer to Approach 1B of the Job Redesign Methodology in the HR Job Redesign toolkit for details

## Approach 1B

**Facilitate discussions with line managers and job holders to identify the biggest gaps and pain points**

## Shortlist of Potential Processes for Redesign

### Overview

### Template

### Sample



## Approach 1B

**Facilitate discussions with job holders to identify the biggest gaps and pain points**

## Shortlist of Potential Processes for Redesign

### Template

	Process Areas						
Characteristics of Current Processes							

Overview

**Template**

Sample

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## Sample

### Approach 1B

**Facilitate discussions with job holders to identify the biggest gaps and pain points**

## Shortlist of Potential Processes for Redesign

Overview

Template

**Sample**

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	Process Areas						
Characteristics of Current Processes	Talent Management & Succession Planning	Learning & Development	Compensation & Benefits	Organisation Culture	Performance Management	HR Operations & Technology	Employee Engagement & Communication
Critical to business strategy	✓			✓	✓	✓	✓
Labour-intensive, physically demanding	✓		✓		✓	✓	✓
Low technology usage	✓				✓	✓	✓
Heavy reliance on manual tasks	✓	✓		✓	✓	✓	✓
Low process maturity/efficiency compared to market best practice			✓		✓		
Faces difficulty attracting/retaining employees with the right skills	✓						✓



## Overview

### Description

This template is designed to assess, at a high-level, how a process can potentially be enhanced through Job Redesign. It also supports the prioritisation of Job Redesign solutions by determining the expected impact of the solutions and the investment required to implement them.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- Potential Job Redesign solutions are identified
- The level of impact of the potential Job Redesign solutions and the investment required to implement them are identified as a means to prioritise the potential solutions for implementation

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. In the “Current Pain Points of Process and/or Job Roles” field, list the shortcomings of the current process and any pain points faced by job roles that play a part in the process
3. In the “Desired Outcomes” field, list the desired state for the process or outcomes that your enterprise would like to achieve as a result of Job Redesign
4. Under the “Potential Role(s) Impacted” section, specify all the roles that may be impacted by the Job Redesign and describe how their job scopes may change
5. To ensure there is a strong justification for recommending the Job Redesign solution, consider the criteria for prioritising the solution:
  - The impact that the Job Redesign solution will have on the business and HR
  - The resources (e.g. financials, manpower, capability) and time required for the Job Redesign implementation

Under the “Rationale for Recommendation” section, describe the impact and investment required, before determining whether these constitute high or low levels of impact and investment. Job Redesign solutions that drive high positive impact and require low levels of investment should typically be recommended for prioritisation

## Approach 1C

### Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

## Assessment of Potential Job Redesign Solution

### Overview

### Template

### Sample



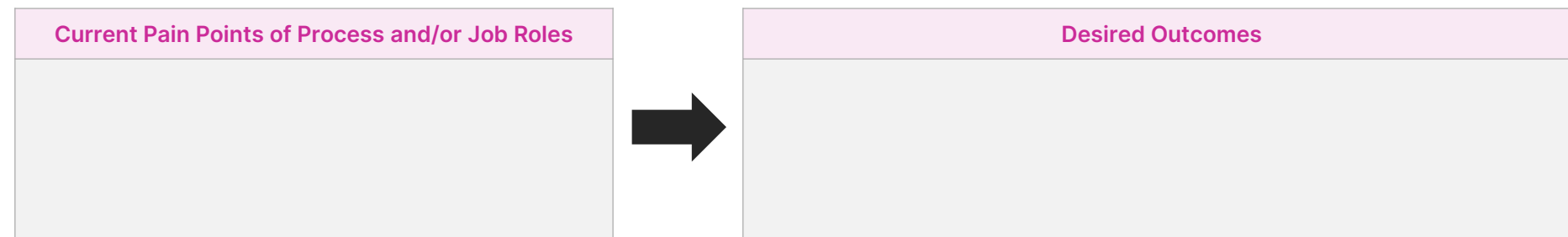
## Approach 1C

**Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap**

## Assessment of Potential Job Redesign Solution

## Template

Process:



Potential Role(s) Impacted		Rationale for Recommendation		
Role	Changes to Job Scope	Prioritisation Criteria	Remarks	Level (High/Low)
		Impact	Impact on business:	
			Impact on HR:	
		Investment	Resources required:	
			Time required:	

Overview

**Template**

Sample



## Approach 1C

**Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap**

## Assessment of Potential Job Redesign Solution

Overview

Template

**Sample**

## Sample

**Process:** Performance Management (PM)

### Current Pain Points of Process and/or Job Roles

- The process to distribute and consolidate hard copy appraisal forms is labour intensive and time-consuming
- Limited data analysis to identify factors impacting employee performance and drive employee development initiatives



### Desired Outcomes

- Digitalised PM saves time and effort to administer appraisals
- Mobile platform facilitates a better user experience for Line Managers to provide appraisal ratings and for employees to self-appraise
- Richer performance data can be collected and HR's time can be freed up to analyse these data, resulting in more targeted initiatives for training and effective coaching

### Potential Role(s) Impacted

Role	Changes to Job Scope
HR Associate	Instead of manually administering performance appraisals, their administrative tasks will be reduced through automation on the digital PM platform.
HR Manager	Will be upskilled to analyse employee performance data to determine factors impacting employee performance and drive relevant initiatives to improve this
Line Managers	Instead of completing and collating hard copy appraisal forms, they will complete and submit appraisals via a mobile platform

### Rationale for Recommendation

Prioritisation Criteria	Remarks	Level (High/Low)
Impact	<b>Impact on business:</b> <ul style="list-style-type: none"> <li>▪ Line Managers will be able to complete appraisals via mobile and reduce the time spent on distributing and collating hard copy documents</li> <li>▪ HR Manager can be freed up to focus more on analysing PM data and identifying initiatives to improve employee performance</li> </ul>	High
	<b>Impact on HR:</b> <ul style="list-style-type: none"> <li>▪ The highly manual and time-consuming PM process that can be digitalised and partially automated to reduce the HR's workload</li> <li>▪ Enhances a fundamental HR practice to drive employee performance</li> </ul>	
Investment	<b>Resources required:</b> <ul style="list-style-type: none"> <li>▪ Cost of mobile-enabled PM platform</li> <li>▪ HR Manager is required to overlook implementation of technology</li> </ul>	Low
	<b>Time required:</b> <ul style="list-style-type: none"> <li>▪ Implementation is expected to take between 1-3 months</li> </ul>	



## Approach 1C

### Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

## Overview

### Description

This template is designed to illustrate the Job Redesign solutions that have been prioritised for implementation over the short and long term.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- Job Redesign solutions are prioritised and planned for implementation over the short and long term

### Instructions

1. Refer to your completed “Assessment of Potential Job Redesign Solution” templates for the level of impact and investment required for the Job Redesign solutions. Based on the level of impact and investment required, identify which quadrant the Job Redesign solutions fall into using the matrix below:



## Job Redesign Roadmap

### Overview

### Template

### Sample





## Approach 1C

### Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

## Overview

### Instructions (continued)

2. If the Job Redesign solutions fall within the “Short-term Wins” and “Long-term Wins” quadrants, list them in the “Job Redesign Roadmap” template accordingly. “Short-term Wins” are defined as Job Redesign implementations that are expected to complete within 3 – 12 months, while “Long-term Wins” are expected to take 12 months and longer to complete. Solutions in the “Parked Possibilities” quadrant may also be included as “Short-Term Wins” in the template based on your considerations. However, solutions in the “Exclusions” quadrant are not recommended to be included in the template as they are deemed to require high levels of resources and expected to be of low impact
3. In the “Job Redesign Roadmap” template, describe the Job Redesign solutions by specifying the changes to the process from the perspectives of the technology solution, process and job role

### Tip(s)

- When sequencing the implementation of Job Redesign solutions, consider if there are dependencies and synergies between solutions. You may find that certain Job Redesign solutions should be implemented first to enable other solutions

## Job Redesign Roadmap

### Overview

### Template

### Sample



## Approach 1C

**Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap**

# Job Redesign Roadmap

Overview

**Template**

Sample

## Template

### SHORT-TERM WINS (3-12 months)

Process:

Technology solution(s):

Process change(s):

Role change(s):

Process:

Technology solution(s):

Process change(s):

Role change(s):

### LONG-TERM WINS (12 months and beyond)

Process:

Technology solution(s):

Process change(s):

Role change(s):

Process:

Technology solution(s):

Process change(s):

Role change(s):



## Approach 1C

### Assess and prioritise processes for Job Redesign and develop a Job Redesign roadmap

## Job Redesign Roadmap

Overview

Template

Sample

## Sample

### SHORT-TERM WINS (3-12 months)

#### Process: Performance Management (PM)

**Technology solution(s):** A digital PM system, with reporting capabilities, is used for goal settings, appraisals and calibration.

**Process change(s):** The PM cycle is partially automated and completed via a digital platform. PM data is collated for tracking and analysis.

**Role change(s):** HR Associate reduces manhours spent on distributing, chasing and consolidating Performance Appraisal forms. HR Manager is upskilled to analyse PM data and drive initiatives to improve employee performance.

#### Process: HR Operations and Technology

**Technology solution(s):** Digital forms and workflows (such as timesheets, leave applications and employee profile updates) on the new HRIS will replace hard copy forms. Integrated clock-in and out, e-leave, employee profile updates and e-payslips are accessible by employees for streamlined self-service.

**Process change(s):** The hard copy processes are digitalized, streamlined and accessible on the new HRIS to reduce manual effort and the physical transfer of documents across project sites and corporate office.

**Role change(s):** HR team uses the new HRIS to save man hours spent on distribution, collection and manual compilation of hard copy forms; more focus is given to compliance checks, payroll processing and reporting.

### LONG-TERM WINS (12 months and beyond)

#### Process: Employee Engagement and Communication

**Technology solution(s):** A desktop and mobile-friendly platform, with reporting and data analysis functionalities, is used to gather employee feedback via regular and ad hoc engagement surveys.

**Process change(s):** Employee engagement surveys and analysis become a regular process that is easily deployed instead of an occasional hard copy exercise requiring manual distribution and consolidation.

**Role change(s):** HR Manager is upskilled to derive insights from employee engagement data and action plan to address the feedback.

#### Process: Learning & Development (L&D)

**Technology solution(s):** A digital Competency Management platform facilitates the mapping of required and existing skills of employees, to identify skills gaps for learning needs analysis and talent development.

**Process change(s):** Skills required by each job family are defined in the organisational competency framework and internal capabilities are regularly reviewed to identify skills gaps. Training are assigned based on these skills gaps instead of ad hoc requests by Line Managers.

**Role change(s):** HR Manager to develop and update the organizational competency framework on a regular basis, and assign relevant trainings to employees based on identified skills gaps.

# Select Job Redesign Intervention

# 2 Step

## TEMPLATES

**Approach 2A:** Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

- Current Process Map
- Job Shadowing Observations
- Current Time Estimates
- List of Current Responsibilities
- List of Current Skills

**Approach 2B:** Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

- Pain Points and Solutions
- Change Analysis of Solutions
- Future Process Map
- Future Time Estimates
- List of Future Responsibilities
- List of Future Skills





## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

# Current Process Map

## Overview

### Description

This template is designed to map out the workflow of the current process, including details of the tasks, stakeholders and pain points.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers
- Incumbents of the job roles that are involved in the process

### Outcome

- The current process is visualised for clear understanding of the tasks, stakeholders and pain points involved

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Using information gathered from the review of process and job description documentations, discussions with line manager and employees who are involved in the process, and job shadowing of selected employees, complete the “Current Process Map” template:
  - List the job roles that are involved in the process in the “Job Roles” column to form swim lanes for each role
  - Using the shapes in the “Legend”, map out tasks as individual process steps, positioning these in and across swim lanes to denote which job role(s) execute each task
  - Use the differentiated shapes in the “Legend” to indicate the start and end steps of the process, and the steps that are currently performed with the use of technology solutions
  - Use arrows to illustrate the flow of process steps and “Decision point” diamonds to indicate where there may be variations in the process
  - Where pain points have been identified for the process steps, indicate this by adding the “Pain point” marker to the relevant steps

### Tip(s)

- Assign a unique identifier to each process step (e.g. number the step) to simplify any references to current process steps in other templates used for the Job Redesign implementation
- Add, remove and adjust the height of the swim lanes in the template, as required, to cater to your process flow

## Overview

## Template

## Sample





Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Current Process Map

Template

Legend

Pain point

Start or end of the process

Current process step

Decision point

Technology-enabled step

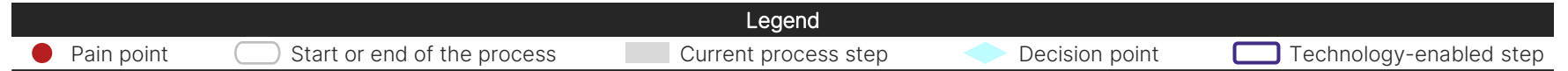
Process:

Job Roles		

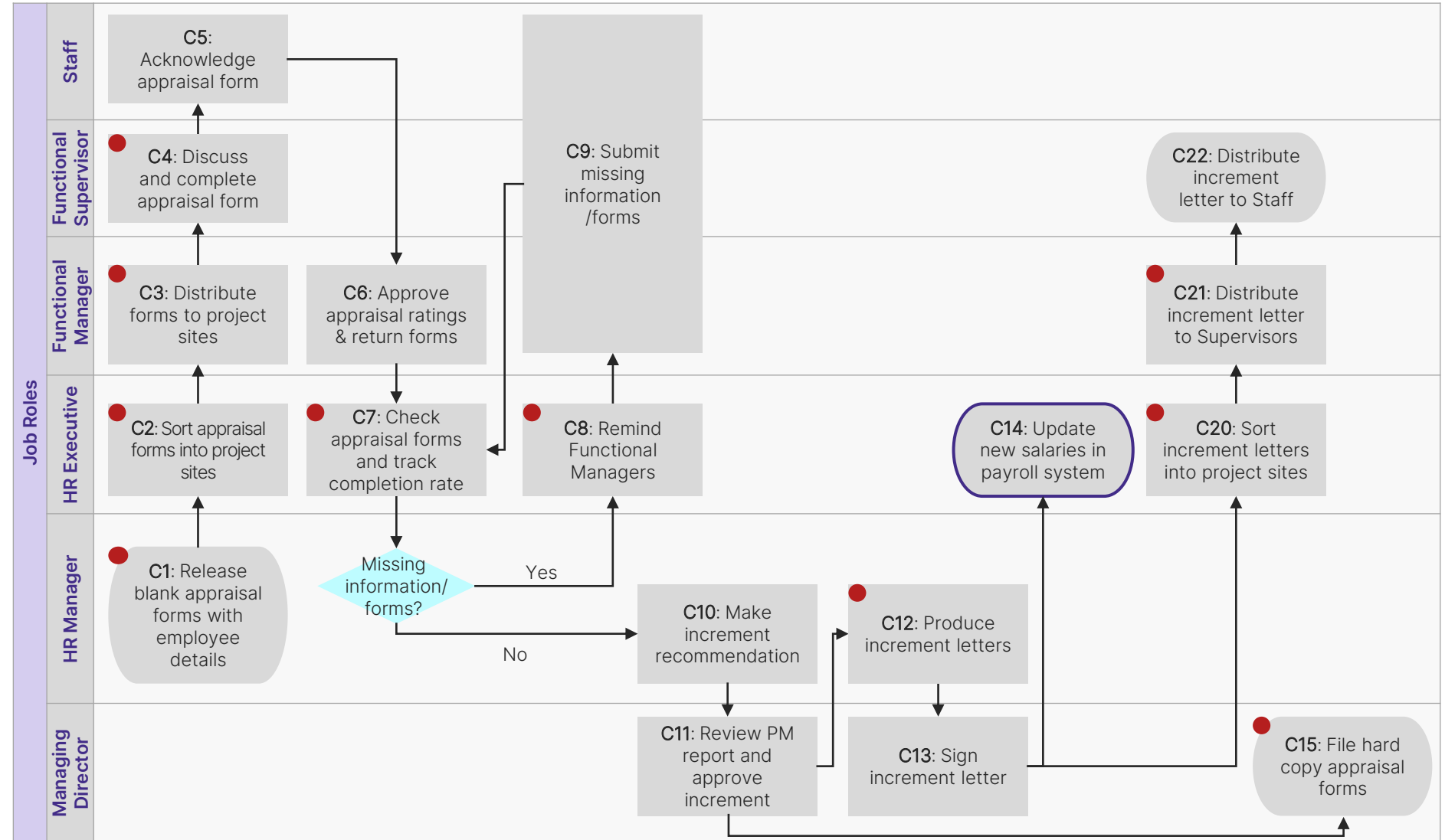
- Overview
- Template
- Sample



## Sample



**Process:** Performance Management (PM)



### Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Current Process Map

Overview

Template

**Sample**

[Return to Table of Contents](#)



## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

# Job Shadowing Observations

## Overview

### Description

This template is designed to capture details of a process and how it is currently being performed by incumbents who have been observed during a Job Shadowing exercise. These observations will dive deep into the pain points and areas of improvement of the process.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers
- Incumbents of the job roles that are involved in the process

### Outcome

- Details of the current process and its pain points are defined as part of an in-depth job activity analysis

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Using information gathered from the review of process and job description documentations, discussions with line manager and employees who are involved in the process, and job shadowing of selected employees, complete the “Job Shadowing Observations” template:
  - Referring to the completed “Current Process Map” template, list all the process steps in the “Current Process Steps” column
  - List the job roles that are involved in each process step in the “Job Roles” column
  - Specify the information or documents required to perform each process step in the “Input Required” column, and the output of the process step in the “Output” column. These details will help you to identify dependencies between process steps and the job roles involved
  - If any systems or templates are used to perform the process step, capture them in the “System/Template Used” column. Process steps that do not utilise systems and/or templates, or utilise them in a manual and labour-intensive manner, may indicate areas of inefficiency
  - Describe the pain points and any additional information on the process step in the “Observations” column to provide a comprehensive understanding of possible areas of improvement
  - Define the indicators of success for each process step in the “Success Measures” column. These measures will shape the solution to address the identified pain points and will be used to track the effectiveness of the Job Redesign implementation

## Overview

## Template

## Sample



Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

Job Shadowing Observations

Template

Process:

Current Process Steps	Job Role(s) Involved	Input Required	Output	System/ Template Used (if any)	Observations	Success Measures
					<p>Pain Points:</p> <p>Additional info:</p>	
					<p>Pain Points:</p> <p>Additional info:</p>	
					<p>Pain Points:</p> <p>Additional info:</p>	

Overview

Template

Sample



## Sample

### Process:

Performance Management (PM)

Non-exhaustive list

### Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Job Shadowing Observations

Current Process Steps	Job Role(s) Involved	Input Required	Output	System/ Template Used (if any)	Observations	Success Measures
C1: Release blank appraisal forms with employee details	HR Manager	<ul style="list-style-type: none"> <li>Employee details</li> </ul>	<ul style="list-style-type: none"> <li>Personalised blank appraisal forms</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal form template</li> <li>Mail merge function</li> </ul>	<p><b>Pain Points:</b></p> <ul style="list-style-type: none"> <li>Manual effort to extract employee details from the HR Information System (HRIS) and mail merge details to create personalised appraisal forms</li> <li>Printing of over 1500 hard copy appraisal forms is time consuming and results in printing queues for other functions (that are also reliant on hard copy documents)</li> </ul> <p><b>Additional info:</b></p> <ul style="list-style-type: none"> <li>Company aims to reduce their environmental impact by cutting down on hard copy documents and delivery of documents to their 100 project sites</li> </ul>	<ul style="list-style-type: none"> <li>Time spent creating and printing personalised appraisal forms</li> <li>Volume of hard copy documents</li> </ul>
C2: Sort appraisal forms into project sites	HR Executive	<ul style="list-style-type: none"> <li>List of employees and their assigned project sites</li> </ul>	<ul style="list-style-type: none"> <li>Compiled appraisal forms by project sites for delivery</li> </ul>	-	<p><b>Pain Points:</b></p> <ul style="list-style-type: none"> <li>Manual effort and time taken to sort personalised appraisal forms by project sites</li> <li>Employees' assigned project site may not be updated if it has recently been changed, resulting in appraisal forms being delivered to the wrong site</li> </ul> <p><b>Additional info:</b></p> <p>-</p>	<ul style="list-style-type: none"> <li>Time spent sorting appraisal forms by project sites</li> <li>Number of appraisal forms delivered to wrong project sites</li> </ul>

Overview

Template

**Sample**





## Overview

### Description

This template is designed to estimate the time taken by incumbents to complete their tasks in the current process. The time estimates will form the baseline to assess changes to productivity and/or cycle time after the Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Incumbents of the job roles that are involved in the process

### Outcome

- The effort required to perform the current process is quantified in the form of time estimates

## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Current Time Estimates

### Overview

### Template

### Sample



## Overview

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Using information gathered from the job shadowing of selected employees, complete the “Current Time Estimates” template:
  - Referring to the completed “Current Process Map” template, list all the process steps in the “Current Process Steps” column
  - Group individual process steps into key activities in the “Key Activities” column if they collectively form a sub-process or if a series of tasks need to be executed to achieve an outcome (e.g. printing, sorting and delivering a document are process steps in the key activity to distribute the document). Grouping of process steps into key activities will facilitate meaningful comparison of the current key activities with those post-Job Redesign implementation, where individual process steps may have been added, modified or removed
  - In the “Breakdown of Time Spent” column, capture the number of employees (and their job roles) involved in executing the individual process steps, the time taken by each employee to complete the step and the number of times the step is executed each year (i.e. number of process cycles per year)
  - Identify if the process steps are executed with the help of technology in the “Manual or Tech-enabled Process Step?”
  - Estimate the man hours spent per incumbent and per year (man hours spent by incumbent multiplied by the number of incumbents and cycles) on the individual process steps in the “Time Spent Per Run of Current Process Step” and “Time Spent Per Year on Current Process Step” columns respectively
  - Sum up the man hours spent on the individual process steps to determine the time spent on the key activities in the “Current Time Spent on Key Activity Per Year” column
  - Total the time spent on the key activities in the last column to determine the man hours spent per year across the whole process

### Tip(s)

- Individual incumbents may differ in the time taken to complete the process steps. It is recommended that you job shadow a representative sample of employees to arrive at an average estimate of the time taken by each incumbent for each process step
- Where there are overlaps in process steps and the time taken to complete each step cannot be clearly separated, you may wish to have to have a joint time estimate for the steps. However, please ensure that the process steps with joint time estimates fall within the same key activity so that a fair comparison can be done against the time taken post-Job Redesign implementation for that key activity

## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Current Time Estimates

### Overview

Template

Sample

### Process:

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Overview

## Template

## Sample

[Return to Table of Contents](#)

Key Activities	Current Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Time Spent Per Run of Current Process Step (man hours per incumbent)	Time Spent Per Year on Current Process Step (man hours across all incumbents and cycles)	Current Time Spent on Key Activity Per Year (man hours)
					TOTAL	



## Sample

**Process:** Performance Management (PM)

Non-exhaustive list

### Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## Current Time Estimates

Overview

Template

**Sample**

Key Activities	Current Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Time Spent Per Run of Current Process Step (man hours per incumbent)	Time Spent Per Year on Current Process Step (man hours across all incumbents and cycles)	Current Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	C1: Release blank appraisal forms with employee details	<ul style="list-style-type: none"> <li>1 HR Manager takes 4 hours to personalise and print the appraisal forms</li> <li>There are 2 PM cycles each year</li> </ul>	Manual	4h	8h (4h x 2 cycles)	8h
Distribute blank appraisal forms	C2: Sort appraisal forms into project sites	<ul style="list-style-type: none"> <li>2 HR Executives sort appraisal forms for 100 project sites</li> <li>Each HR Executive takes 1 hour to sort</li> </ul>	Manual	1h	4h (1h x 2 HR Executives x 2 cycles)	104h
	C3: Distribute forms to project sites	<ul style="list-style-type: none"> <li>Functional Managers take 30 minutes to deliver and explain the appraisal forms at each of the 100 project sites</li> </ul>	Manual	0.5h	100h (0.5h x 100 project sites x 2 cycles)	
Complete and submit appraisal forms	C4: Discuss and complete appraisal form	<ul style="list-style-type: none"> <li>There are 1500 Staff across project sites</li> <li>Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms</li> <li>Each of the 1500 Staff will sign to acknowledge their forms</li> </ul>	Manual	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,640h
	C5: Acknowledge appraisal form					
	C6: Approve appraisal ratings & return forms	<ul style="list-style-type: none"> <li>Functional Managers take, on average,               <ul style="list-style-type: none"> <li>20 hours to check and approve all Staff ratings</li> <li>30 minutes to deliver the completed forms from each of the 100 project sites to the corporate office</li> </ul> </li> </ul>	Manual	10h	140h ([20h x 2 cycles] + [0.5h x 100 project sites x 2 cycles])	
Check ratings and track completion	C7: Check appraisal forms and track completion rate	<ul style="list-style-type: none"> <li>2 HR Executives check the submitted appraisal forms and key the ratings into an excel tracker</li> <li>Each HR Executive takes 25 hours to check, key and track completion rates for the submitted appraisal forms</li> </ul>	Manual	25h	100h (25h x 2 HR Executives x 2 cycles)	100h
TOTAL						1,852h

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## Overview

### Description

This template is designed to identify the current key responsibilities and tasks of the job role(s) involved in the process that is being considered for the implementation of Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The current job scope and responsibilities of the job role(s) that may be impacted by the implementation of Job Redesign are identified

### Instructions

1. Complete a separate “List of Current Responsibilities” template for each job role that is involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the “Role” field of the template
2. Using information gathered from the review of process and job description documentations, discussions with line manager and employees who are involved in the process, and job shadowing of selected employees, complete the “List of Current Responsibilities” template:
  - List the tasks that are currently being performed by the job role, as part of the existing process, in the “Current Tasks” column
  - Group these tasks into key responsibilities in the “Key Responsibilities” column to reflect the critical work functions expected of the role

### Tip(s)

- The [Skills Framework for Human Resource](#) may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles
- For a comprehensive review of the job role’s overall responsibilities, you may wish to include key responsibilities and tasks that pertain to processes outside of the Job Redesign implementation

## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## List of Current Responsibilities

### Overview

### Template

### Sample





Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

List of Current Responsibilities

Template

Role:

KEY RESPONSIBILITIES AND TASKS OF CURRENT JOB ROLE	Key Responsibilities	Current Tasks

Overview
<b>Template</b>
Sample



## Sample

Role:

HR Manager

Non-exhaustive list

### Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## List of Current Responsibilities

KEY RESPONSIBILITIES AND TASKS OF CURRENT JOB ROLE	Key Responsibilities	Current Tasks
	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines
		Print and distribute hard copy performance appraisal forms to staff and supervisor
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality
		Document action plans and assessment results for poor performers
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system
		Generate report on performance and rewards management data
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking

Overview

Template

**Sample**

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## Overview

### Description

This template is designed to identify the current skills and competencies possessed by the employees that are involved in the process that is being considered for the implementation of Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The current skills and competencies possessed by incumbents in the job role(s) that may be impacted by the implementation of Job Redesign are identified

### Instructions

1. Complete a separate “List of Current Skills” template for each job role and incumbent who is involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the “Role” field of the template and the name of the employee in the “Incumbent” field
2. Copy the details in the “Key Responsibilities” and “Current Tasks” columns of the completed “List of Current Responsibilities” template for the same job role
3. Based on the responsibilities expected of the job role and referring to your organisation’s competency framework (or an external competency framework that is applicable to the job role in mind), validate the list of skills and competencies that the incumbent displays with his/her line manager:
  - List the technical and core/soft skills that the incumbent currently displays in the “Current Skills and Competencies of Incumbent” column
  - Assess the proficiency level displayed by the incumbent for these skills and competencies and include them in the same column

### Tip(s)

- The [Skills Framework for Human Resource](#) may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles
- For a comprehensive review of the job role’s overall skills and competencies, you may wish to include skills and competencies that pertain to processes outside of the Job Redesign implementation. Certain skills and competencies may apply across multiple processes

## Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## List of Current Skills

### Overview

Template

Sample



Approach 2A

Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes

List of Current Skills

Template

Role:

Incumbent:

SKILLS POSSESSED BY INCUMBENT IN THE CURRENT JOB ROLE	Key Responsibilities	Current Tasks	Current Skills and Competencies of Incumbent (Proficiency Level)

Overview
Template
Sample



## Sample

**Role:** HR Manager

**Incumbent:** John

Non-exhaustive list

### Approach 2A

**Conduct job analysis with employees in selected job roles to understand current job tasks, skills and processes**

## List of Current Skills

SKILLS POSSESSED BY INCUMBENT IN THE CURRENT JOB ROLE

Key Responsibilities	Current Tasks	Current Skills and Competencies of Incumbent (Proficiency Level)
Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	<ol style="list-style-type: none"> <li>1. Business Acumen (Level 3)</li> <li>2. Compensation Management (Level 4)</li> <li>3. Data Collection and Preparation (Level 3)</li> <li>4. Data Management (Level 3)</li> <li>5. Employee Communication Management (Level 2)</li> <li>6. Human Resource Analytics and Insights (Level 2)</li> <li>7. Human Resource Policies and Legislation Framework Management (Level 4)</li> <li>8. Human Resource Practices Implementation (Level 4)</li> <li>9. Human Resource Systems Management (Level 5)</li> <li>10. Performance Management (Level 3)</li> </ol>
	Print and distribute hard copy performance appraisal forms to staff and supervisor	
	Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	
	Document action plans and assessment results for poor performers	
Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	
	Generate report on performance and rewards management data	
Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking	

Overview

Template

**Sample**



## Overview

### Description

This template is designed to identify potential solutions that address pain points of the current process, with a view of how these solutions will support the execution of the process.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The current process is visualised for clear understanding of the tasks, stakeholders and pain points involved

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Refer to the “Job Shadowing Observations” template that has been completed for the same process and copy over the
  - Process steps in the “Current Process Steps” column into the similarly-named column of this “Pain Points and Solutions” template
  - Pain points identified in the “Observations” column into the “Pain Points” column of this “Pain Points and Solutions” template. Where the pain points are the same or interlinked across process steps, feel free to merge cells that share similar pain points
3. Propose potential solutions, such as the adoption of technology and/or Job Redesign interventions, that address the identified pain points in the “Solutions” column, with a description of how the enhancement will support the execution of the process. Where the potential solutions are the same or interlinked across process steps (as they are addressing the same pain points), feel free to merge cells that share similar solutions

## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## Pain Points and Solutions

### Overview

### Template

### Sample



Approach 2B

Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes

Pain Points and  
Solutions

Template

Process:

Current Process Steps	Pain Points	Solutions

Overview

Template

Sample



## Sample

**Process:** Performance Management (PM)

Non-exhaustive list

### Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## Pain Points and Solutions

Current Process Steps	Pain Points	Solutions
C1: Release blank appraisal forms with employee details	<b>Manual preparation of personalised appraisal forms</b> <ul style="list-style-type: none"> <li>HR Manager manually extracts employee details from the HR Information System (HRIS) and mail merge details to create personalised appraisal forms</li> <li>Printing of over 1500 hard copy appraisal forms is time consuming and results in printing queues for other functions (that are also reliant on hard copy documents)</li> </ul>	<b>Digital appraisal forms that are automatically personalised</b> <ul style="list-style-type: none"> <li>Hard copy forms are replaced with digital ones that can be completed via mobile devices</li> <li>The PM system is integrated to the HR Information System (HRIS) and appraisal forms will be automatically personalised with employee details once the PM cycle is triggered</li> </ul>
C2: Sort appraisal forms into project sites	<b>Manual and time consuming effort to sort, deliver and file hard copy appraisal forms</b>	<b>Mobile-enabled appraisal forms with automated workflow and PM data storage</b> <ul style="list-style-type: none"> <li>Once triggered, the digital appraisal forms will be accessible online in real-time and can be completed at the convenience of the Functional Supervisors and Managers regardless of their physical location</li> <li>Employees' appraisal forms will be routed to their respective Functional Supervisors regardless of the project site that they have been assigned to (eliminating errors of wrong deliveries)</li> <li>All appraisal data will be stored on the PM system and automatically tagged to the respective employees; no separate data entry or filing is required</li> <li>Completion rate of appraisal forms can be tracked on a dashboard</li> </ul>
C3: Distribute forms to project sites	<ul style="list-style-type: none"> <li>HR Executives manually sort personalised appraisal forms by project sites</li> <li>Employees' assigned project site may not be updated if it has recently been changed, resulting in appraisal forms being delivered to the wrong site</li> </ul>	
C6: Approve appraisal ratings & return forms	<ul style="list-style-type: none"> <li>Functional Managers physically collect and deliver appraisal forms between the project sites and the corporate office, resulting in time lapsed, delays and travel expenses</li> </ul>	
C7: Check appraisal forms and track completion rate	<ul style="list-style-type: none"> <li>HR Executives manually checks and keys in the appraisal ratings into an excel tracker, and tracks the completion rate of the submitted hard copy forms</li> </ul>	
C15: File hard copy appraisal forms	<ul style="list-style-type: none"> <li>At the end of each PM cycle, HR Executives file the hard copy appraisal forms into the respective employee files</li> </ul>	

Overview

Template

**Sample**





## Overview

### Description

This template is designed to analyse the changes that are required (from the perspectives of the technology solution, process and job role) to implement potential solutions that address pain points of the current process.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- Changes that are required as part of the Job Redesign implementation are defined for a clear understanding on how the potential solutions will impact the technology solution, process and job roles involved in the current process

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Refer to the “Pain Points and Solutions” template that has been completed for the same process and copy over the description of the potential solutions in the “Solutions” column into the similarly-named column of this “Change Analysis of Solutions” template
3. In the “Changes Required” column, provide a detailed breakdown of how each solution will impact the technology solution, process and job roles involved in the current process. This provides clarity on the changes that need to be made to adopt technology and/or implement Job Redesign interventions successfully
4. For each solution, assess the extent of change that is expected (low, medium or high) in the “Degree of Change” column

## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## Change Analysis of Solutions

### Overview

### Template

### Sample



## Template

Process:

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## Change Analysis of Solutions

Overview

**Template**

Sample

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Solutions	Change Required	Degree of Change (Low/Medium/High)
	Technology Solution(s):	
	Process Change(s):	
	Role Change(s):	
	Technology Solution(s):	
	Process Change(s):	
	Role Change(s):	
	Technology Solution(s):	
	Process Change(s):	
	Role Change(s):	



## Sample

**Process:** Performance Management (PM)

Non-exhaustive list

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## Change Analysis of Solutions

Solutions	Change Required	Degree of Change (Low/Medium/High)
<b>Digital appraisal forms that are automatically personalised</b> <ul style="list-style-type: none"> <li>Hard copy forms are replaced with digital ones that can be completed via mobile devices</li> <li>The PM system is integrated to the HR Information System (HRIS) and appraisal forms will be automatically personalised with employee details once the PM cycle is triggered</li> </ul>	<b>Technology Solution(s):</b> <ul style="list-style-type: none"> <li>Implement a digital PM platform to administer performance appraisals, with integration to HRIS</li> </ul>	Medium
	<b>Process Change(s):</b> <ul style="list-style-type: none"> <li>Hard copy forms are digitalised and personalisation of appraisal forms are automated</li> </ul>	
	<b>Role Change(s):</b> <ul style="list-style-type: none"> <li>The HR Manager role will pivot from managing administration of appraisal forms to analysing PM data and identifying initiatives to drive employee performance</li> </ul>	
<b>Mobile-enabled appraisal forms with automated workflow and PM data storage</b> <ul style="list-style-type: none"> <li>Once triggered, the digital appraisal forms will be accessible online in real-time and can be completed at the convenience of the Functional Supervisors and Managers regardless of their physical location</li> <li>Employees' appraisal forms will be routed to their respective Functional Supervisors regardless of the project site that they have been assigned to (eliminating errors in delivery)</li> <li>All appraisal data will be stored on the PM system and automatically tagged to the respective employees; no separate data entry or filing is required</li> <li>Completion rate of appraisal forms can be tracked on a dashboard</li> </ul>	<b>Technology Solution(s):</b> <ul style="list-style-type: none"> <li>Implement a PM platform that supports completion of appraisal forms via mobile devices</li> </ul>	High
	<b>Process Change(s):</b> <ul style="list-style-type: none"> <li>Distribution of appraisal forms, tracking of completion rates and storing of PM data are automated</li> </ul>	
	<b>Role Change(s):</b> <ul style="list-style-type: none"> <li>HR Executives will no longer need to sort, organize and file hard copy appraisal forms, and will shift their focus to other HR processes</li> <li>Functional Managers no longer need to deliver appraisal forms between project sites and the office, and will redirect their time and effort to critical operational tasks</li> </ul>	

Overview

Template

**Sample**



## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

# Future Process Map

## Overview

### Description

This template is designed to map out the workflow of the future process, including details of the tasks, stakeholders and changes that have been made to the process steps.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The future process is visualised for clear understanding of the tasks, stakeholders and changes to the process steps

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Using information on the potential solutions and changes required (found in the “Change Analysis of Solutions” template that has been completed for the same process), complete the “Future Process Map” template:
  - List the job roles that are involved in the future process in the “Job Roles” column to form swim lanes for each role
  - Using the shapes in the “Legend”, map out tasks as individual process steps, positioning these in and across swim lanes to denote which job role(s) execute each task
  - Use the differentiated shapes in the “Legend” to indicate the start and end steps of the process, current steps that remain the same in the future process flow, modified and added steps that differ from those in the current process, and the steps that will be performed with the use of technology solutions
  - Use arrows to illustrate the flow of process steps and “Decision point” diamonds to indicate where there may be variations in the process

### Tip(s)

- Assign a unique identifier to each process step (e.g. number the step) to simplify any references to the future process steps in other templates used for the Job Redesign implementation
- Add, remove and adjust the height of the swim lanes in the template, as required, to cater to your process flow

## Overview

## Template

## Sample



Approach 2B

Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes

Future Process  
Map

Template

Legend

Start or end of process

Current process step

Modified process step

Added process step

Decision point

Technology-enabled step

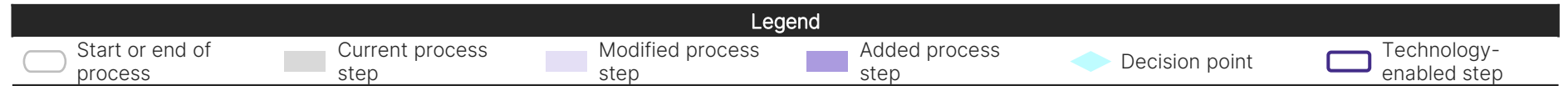
Process:

Job Roles		

Overview
Template
Sample



## Sample

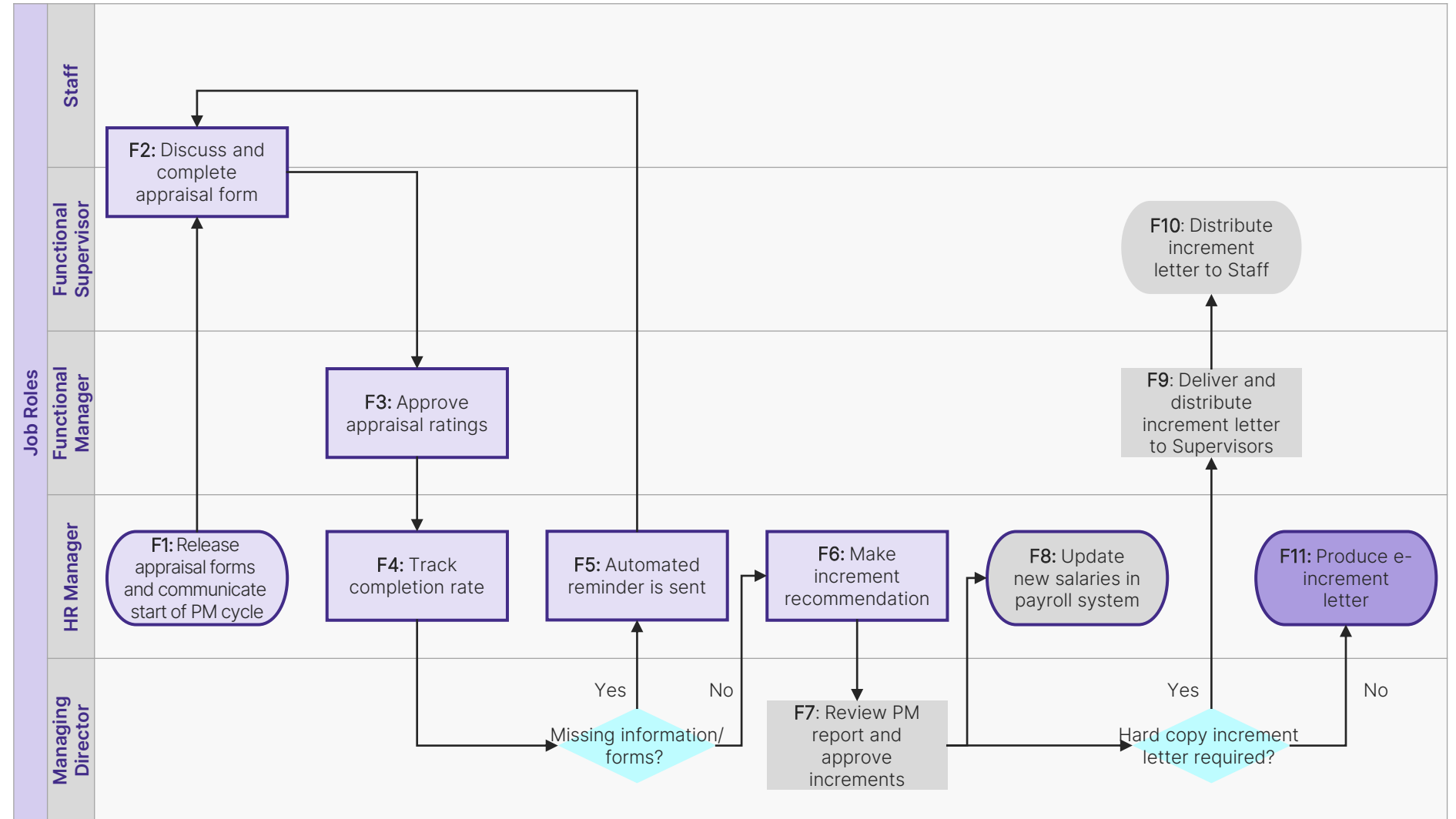


Process:

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## Future Process Map



Overview

Template

**Sample**

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## Overview

### Description

This template is designed to project the time that employees may take to complete their tasks in the future process. The time estimates will be compared to the baseline time estimates from the current process, to project changes to productivity and/or cycle time after the Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The effort required to perform the future process is quantified in the form of time estimates

## Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## Future Time Estimates

### Overview

### Template

### Sample



## Overview

### Instructions

1. Specify the process that is being considered for the implementation of Job Redesign in the “Process” field of the template
2. Using information gathered from the job shadowing of selected employees performing the current process and information on the potential solutions and changes required (found in the “Change Analysis of Solutions” template that has been completed for the same process), complete the “Future Time Estimates” template:
  - Referring to the completed “Future Process Map” template, list all the process steps in the “Future Process Steps” column
  - Group individual process steps into key activities in the “Key Activities” column if they collectively form a sub-process or if a series of tasks need to be executed to achieve an outcome (e.g. printing, sorting and delivering a document are process steps in the key activity to distribute the document). Grouping of process steps into key activities will facilitate meaningful comparison of the current key activities with those post-Job Redesign implementation, where individual process steps may have been added, modified or removed
  - In the “Breakdown of Time Spent” column, capture the number of employees (and their job roles) who are expected to execute the future process steps, the projected time each employee needs to complete the step and the number of times the step will be executed each year (i.e. number of process cycles per year)
  - Identify if the process steps will be executed with the help of technology in the “Manual or Tech-enabled Process Step?”
  - Project the man hours that is expected to be required per incumbent and per year (man hours required by incumbent multiplied by the number of incumbents and cycles) for future process steps in the “Projected Time Spent Per Run of Future Process Step” and “Projected Time Spent Per Year on Future Process Step” columns respectively
  - Sum up the man hours projected for the future process steps to determine the time spent on the key activities in the “Projected Time Spent on Key Activity Per Year” column
  - Total the projected time needed to complete the key activities in the last column to determine the projected man hours required per year across the whole process

### Tip(s)

- Where there are overlaps in process steps and the time needed to complete each step cannot be projected separately, you may wish to have to have a joint time estimate for the steps. However, please ensure that the process steps with joint time estimates fall within the same key activity so that a fair comparison can be done against the time taken pre-Job Redesign implementation for that key activity

## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## Future Time Estimates

### Overview

### Template

### Sample



### Process:

## Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## Future Time Estimates

Overview

**Template**

Sample

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Key Activities	Future Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Projected Time Spent Per Run of Future Process Step (man hours per incumbent)	Projected Time Spent Per Year on Future Process Step (man hours across all incumbents and cycles)	Projected Time Spent on Key Activity Per Year (man hours)
					TOTAL	



## Sample

Process:

Performance Management (PM)

Non-exhaustive list

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## Future Time Estimates

Key Activities	Future Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Projected Time Spent Per Run of Future Process Step (man hours per incumbent)	Projected Time Spent Per Year on Future Process Step (man hours across all incumbents and cycles)	Projected Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	F1: Release appraisal forms and communicate start of PM cycle	<ul style="list-style-type: none"> <li>1 HR Manager takes 1 hour to trigger release of the appraisal forms and communicate start of PM cycle</li> <li>There are 2 PM cycles each year</li> </ul>	Tech-enabled	1h	2h (1h x 2 cycles)	2h
Distribute blank appraisal forms	-	-	Tech-enabled	-	-	-
	-	-	Tech-enabled	-	-	
Complete and submit appraisal forms	F2: Discuss and complete appraisal form	<ul style="list-style-type: none"> <li>There are 1500 Staff across project sites</li> <li>Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms</li> </ul>	Tech-enabled	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,540h
	F3: Approve appraisal ratings	<ul style="list-style-type: none"> <li>Functional Managers take, on average, 20 hours to check and approve all Staff ratings</li> </ul>	Tech-enabled	20h	40h (20h x 2 cycles)	
Check ratings and track completion	F4: Track completion rate	<ul style="list-style-type: none"> <li>1 HR Executive takes 1 hour to monitor the completion rates for the submitted appraisal forms</li> </ul>	Tech-enabled	1h	2h (1h x 2 cycles)	2h
TOTAL						1,544h

Overview

Template

Sample

[Return to Table of Contents](#)



## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## List of Future Responsibilities

## Overview

### Description

This template is designed to identify the future key responsibilities and tasks of the job role(s) involved in the process that is being considered for the implementation of Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The future job scope and responsibilities of the job role(s) that will be impacted by the implementation of Job Redesign are identified

### Instructions

1. Complete a separate “List of Future Responsibilities” template for each job role that is involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the “Role” field of the template
2. Refer to the “List of Current Responsibilities” template that has been completed for the same process and copy over the details in the “Key Responsibilities” and “Current Tasks” columns into the similarly-named columns of this “List of Future Responsibilities” template
3. If new tasks will be added to the job scope of this redesigned role, as a result of the Job Redesign implementation, include the new key responsibilities and/or tasks in the “Key Responsibilities” and “Current Tasks” columns respectively
4. In the “Type of Change” column, specify whether
  - The current tasks will be modified or removed as a result of the Job Redesign implementation
  - Additional tasks will be added as a result of the Job Redesign implementation
  - There will be no change to the current tasks as a result of the Job Redesign implementation
5. Based on the expected change in job scope, define the future tasks of the redesigned role in the “Future Tasks” column

### Tip(s)

- The [Skills Framework for Human Resource](#) may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles
- For a comprehensive review of the job role’s overall responsibilities, you may wish to include key responsibilities and tasks that pertain to processes outside of the Job Redesign implementation

## Overview

## Template

## Sample



Approach 2B

Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes

List of Future  
Responsibilities

Template

Role:

KEY RESPONSIBILITIES AND TASKS OF REDESIGNED JOB ROLE	Key Responsibilities	Current Tasks	Type of Change (No change/Modified/ Added/Removed)	Future Tasks

Overview

Template

Sample



## Sample

Role:

HR Manager

Non-exhaustive list

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## List of Future Responsibilities

KEY  
RESPONSIBILITIES  
AND TASKS OF  
REDESIGNED JOB  
ROLE

Key Responsibilities	Current Tasks	Type of Change (No change/Modified/ Added/Removed)	Future Tasks
KEY RESPONSIBILITIES AND TASKS OF REDESIGNED JOB ROLE	Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	Develop employee communications to inform employees about performance reviews and timelines
		Print and distribute hard copy performance appraisal forms	-
		Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality
		Document action plans and assessment results for poor performers	Document action plans and assessment results for poor performers
		-	Evaluate the effectiveness of the digital PM platform
	Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	Organise performance, rewards and other employee data in HR system
		Generate report on performance and rewards management data	Generate report and dashboards on performance and rewards management data via HR systems
	Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking	Identify, collect and prepare data for analytics and HR metrics benchmarking by leveraging in-built analytics functions in the HR systems
		-	Derive insights from analysis of PM data and recommend enhancements to PM practices and HR strategy

Overview

Template

**Sample**

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## Overview

### Description

This template is designed to identify the future skills and competencies expected of job role(s) involved in the process that is being considered for the implementation of Job Redesign.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The future skills and competencies expected of the job role(s) that will be impacted by the implementation of Job Redesign are identified

### Instructions

1. Complete a separate “List of Future Skills” template for each redesigned job role involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the “Role” field of the template
2. Copy the details in the “Key Responsibilities” and “Future Tasks” columns of the completed “List of Future Responsibilities” template for the same job role
3. Based on the future responsibilities expected of the redesigned job role and referring to your organisation’s competency framework (or an external competency framework that is applicable to the job role in mind), validate the list of skills and competencies that will be expected of the job role with his/her line manager:
  - List the expected technical and core/soft skills, that are required to competently perform the redesigned job role, in the “Future Required Skills and Competencies” column
  - Assess the proficiency level that will be required for these skills and competencies and include them in the same column

### Tip(s)

- The [Skills Framework for Human Resource](#) may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles
- For a comprehensive review of the job role’s overall skills and competencies, you may wish to include skills and competencies that pertain to processes outside of the Job Redesign implementation. Certain skills and competencies may apply across multiple processes

## Approach 2B

### Identify possible Job Redesign interventions in terms of future job tasks, skills and processes

## List of Future Skills

### Overview

Template

Sample



Approach 2B

Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes

List of Future Skills

Template

Role:

SKILLS EXPECTED OF THE REDESIGNED JOB ROLE	Key Responsibilities	Future Tasks	Future Required Skills and Competencies (Proficiency Level)

Overview
<b>Template</b>
Sample



## Sample

Role:

HR Manager

Non-exhaustive list

### Approach 2B

**Identify possible  
Job Redesign  
interventions in terms of  
future job tasks, skills  
and processes**

## List of Future Skills

SKILLS EXPECTED  
OF THE  
REDESIGNED JOB  
ROLE

Key Responsibilities	Future Tasks	Future Required Skills and Competencies (Proficiency Level)
Administer performance management programmes	Develop employee communications to inform employees about performance reviews and timelines	1. Business Acumen (Level 4) 2. Compensation Management (Level 4) 3. Data Collection and Preparation (Level 4)
	Maintain proper records of performance reviews and ensure sensitive information are securely stored or destroyed for privacy and confidentiality	4. Data Management (Level 4) 5. Employee Communication Management (Level 2) 6. Human Resource Analytics and Insights (Level 3)
	Document action plans and assessment results for poor performers	7. Human Resource Policies and Legislation Framework Management (Level 4) 8. Human Resource Practices Implementation (Level 4)
	Evaluate the effectiveness of the digital PM platform	9. Human Resource Strategy Implementation (Level 4) 10. Human Resource Systems Management (Level 5) 11. Performance Management (Level 4)
Manage performance, rewards and other employee data	Organise performance, rewards and other employee data in HR system	
	Generate report and dashboards on performance and rewards management data via HR systems	
Analytics and insights	Identify, collect and prepare data for analytics and HR metrics benchmarking by leveraging in-built analytics functions in the HR systems	
	Derive insights from analysis of PM data and recommend enhancements to PM practices and HR strategy	

Overview

Template

Sample



# Select Job Redesign Intervention

## TEMPLATES

**Approach 3A:** Analyse the impact of identified Job Redesign interventions and the investment required

- Projections of Time Savings
- Skills Gaps Analysis
- Training Recommendations

**Approach 3B:** Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

- Business Case

# 3

## Step





## Overview

### Description

This template is designed to project the time savings that may be achieved as a result of the Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The expected time savings that may be achieved are projected to make a case for the Job Redesign implementation

### Instructions

1. Refer to the “Current Time Estimates” template that has been completed for the same process and copy over the details in the “Key Activities” and “Current Time Spent on Key Activity Per Year ” columns into the similarly-named columns of this “Projections of Time Savings” template
2. Refer to the “Future Time Estimates” template that has been completed for the same process and copy over the details in “Projected Time Spent on Key Activity Per Year” column into the similarly-named column of this “Projections of Time Savings” template
3. Subtract the man hours in the “Future Projected Time Spent on Key Activity Per Year” column from the “Current Time Spent on Key Activity Per Year ” column for each key activity. Calculate and capture the delta for these man hours, in percentages, in the “Delta between Current and Future Time Spent on Key Activity” column
4. Total the man hours and delta of time spent in the “Delta between Current and Future Time Spent on Key Activity” column to define the overall time savings

### Tip(s)

- Visualise the expected time savings that result from the Job Redesign implementation by generating graphs to compare the current time spent and future projected time required to complete the key activities (please refer to the sample for an [example of a graph](#) that can be generated from a completed “Projections of Time Savings” template)
- Aside from time savings, other success measures may be used to determine the impact of the Job Redesign interventions (e.g. volume of output, customer satisfaction ratings, cycle lead time). Feel free to modify the templates to measure other success measures that are critical to your enterprise

## Approach 3A

### Analyse the impact of identified Job Redesign interventions and the investment required

## Projections of Time Savings

### Overview

### Template

### Sample

Template

Process:



Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Projections of Time Savings

Key Activities	Current Time Spent on Key Activity Per Year (man hours)	Future Projected Time Spent on Key Activity Per Year (man hours)	Delta between Current and Future Time Spent on Key Activity (%)
	TOTAL:	TOTAL:	

Overview

Template

Sample



## Sample

Process:

Performance Management (PM)

Non-exhaustive list

### Approach 3A

**Analyse the impact of identified Job Redesign interventions and the investment required**

## Projections of Time Savings

Key Activities	Current Time Spent on Key Activity Per Year (man hours)	Future Projected Time Spent on Key Activity Per Year (man hours)	Delta between Current and Future Time Spent on Key Activity (%)
Release appraisal forms	8h	2h	-75%
Distribute blank appraisal forms	104h	-	-100%
Complete and submit appraisal forms	1,640h	1,540h	-6.1%
Check ratings and track completion	100h	2h	-98%
	TOTAL: 1,852h	TOTAL: 1,544h	-16.6%

Overview

Template

**Sample**

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## Sample

Process:

Performance Management (PM)

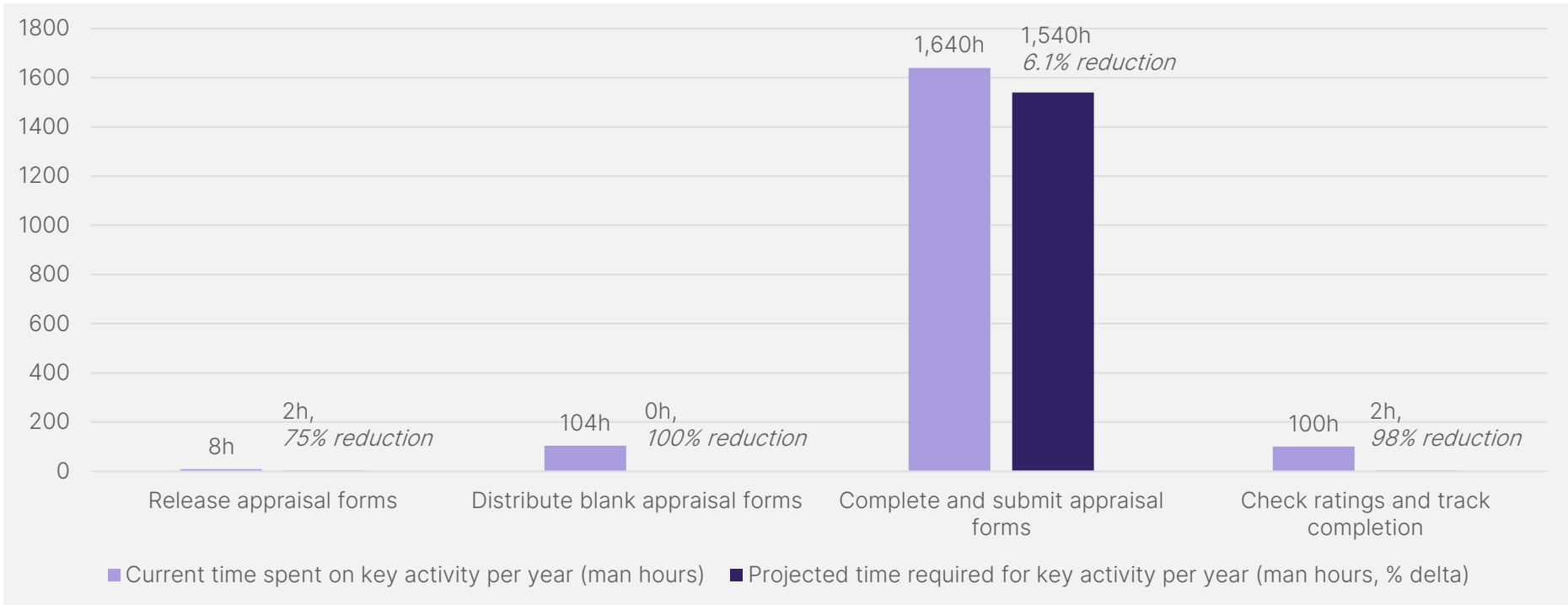
Non-exhaustive list

### Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

## Projections of Time Savings

Current and future projected time spent on Performance Management key activities per year



Overview

Template

**Sample**



## Approach 3A

### Analyse the impact of identified Job Redesign interventions and the investment required

## Skills Gaps Analysis

## Overview

### Description

This template is designed to identify the skills gaps that incumbents in the current job role(s) may have against the skills and competencies expected of the redesigned role post-Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers

### Outcome

- The skills gaps of incumbents in the job role(s) that may be impacted by the implementation of Job Redesign are identified

### Instructions

1. Complete a separate "Skills Gaps Analysis" template for each job role and incumbent who is involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the "Role" field of the template and the name of the employee in the "Incumbent" field
2. Refer to the "List of Current Skills" template that has been completed for the same job role and incumbent, and list out all the technical and core/soft skills captured in the "Current Skills and Competencies of Incumbent" column in the "Skills and Competencies" and "Current Proficiency Level" columns of this "Skills Gaps Analysis" template
3. Refer to the "List of Future Skills" template that has been completed for the redesigned job role and add any additional technical and core/soft skills captured in the "Future Required Skills and Competencies" column into the "Skills and Competencies" and "Future Required Proficiency Level" columns of this "Skills Gaps Analysis" template
4. Where the technical and core/soft skills do not appear in either the "List of Current Skills" or "List of Future Skills" templates, mark the proficiency level as not applicable (N/A)
5. Compare the "Current Proficiency Level" and "Future Required Proficiency Level" columns and capture any skills gaps in the "Identified Skills Gap?" column. (If the current proficiency level of the incumbent is higher than the future required proficiency level, the incumbent is deemed to have no skills gap.)

### Tip(s)

- The [Skills Framework for Human Resource](#) may be a useful source of reference for details on the responsibilities, tasks, skills and competencies expected of HR job roles

## Overview

## Template

## Sample



Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

Skills Gaps Analysis

Template

Role:

Incumbent:

Skills & Competencies	Current Proficiency Level	Future Required Proficiency Level	Identified Skills Gap? (Y/N)

- Overview
- Template
- Sample



## Sample

Role:

HR Manager

Incumbent:

John

Non-exhaustive list

### Approach 3A

Analyse the impact of identified Job Redesign interventions and the investment required

## Skills Gaps Analysis

Skills & Competencies	Current Proficiency Level	Future Required Proficiency Level	Identified Skills Gap? (Y/N)
Business Acumen	3	4	Y
Compensation Management	4	4	N
Data Collection and Preparation	3	4	Y
Data Management	3	4	Y
Employee Communication Management	2	2	N
Human Resource Analytics and Insights	2	3	Y
Human Resource Policies and Legislation Framework Management	4	4	N
Human Resource Practices Implementation	4	4	N
Human Resource Strategy Implementation	N/A	4	Y
Human Resource Systems Management	5	5	N
Performance Management	3	4	Y

Overview

Template

Sample

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## Overview

### Description

This template is designed to help HR Practitioners identify suitable upskilling programmes and opportunities to address any skills gaps found in the incumbents that will be impacted by the Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners

### Outcome

- The current process is visualised for clear understanding of the tasks, stakeholders and pain points involved

### Instructions

1. Complete a separate “Training Recommendations” template for each job role and incumbent who is involved in the process that is being considered for the implementation of Job Redesign. Specify the job role in the “Role” field of the template and the name of the employee in the “Incumbent” field
2. Refer to the “Skills Gaps Analysis” template that has been completed for the same job role and incumbent, and list out
  - All the technical and core/soft skills where a skills gap has been identified for the incumbent in the “Skills and Competencies” column of this “Training Recommendations” template
  - The current and future required proficiency levels for the technical and core/soft skills where a skills gap has been identified for the incumbent in the “Current Proficiency Level” and “Future Required Proficiency Level” columns of this “Training Recommendations” template
3. Identify the suitable classroom learning or on-the-job training to address the identified skills gaps in the “Training/Course Name” column
4. List the details of the upskilling programme (such as type of training, course provider, course number, course fee and training duration) in the “Training/Course Information” column

### Tip(s)

- Singaporeans receive SkillsFuture Credit that may be used to offset the cost for eligible courses to support their upskilling

## Approach 3A

## Analyse the impact of identified Job Redesign interventions and the investment required

# Training Recommendations

### Overview

Template

Sample



## Template

Role:

Incumbent:

### Approach 3A

**Analyse the impact of identified Job Redesign interventions and the investment required**

## Training Recommendations

Overview

**Template**

Sample

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Skills and Competencies	Current Proficiency Level	Future Required Proficiency Level	Training/Course Name	Training/Course Information
				<ul style="list-style-type: none"> <li>Type of Training:</li> <li>Course Provider:</li> <li>Course No.:</li> <li>Fee:</li> <li>Training Duration:</li> </ul>
				<ul style="list-style-type: none"> <li>Type of Training:</li> <li>Course Provider:</li> <li>Course No.:</li> <li>Fee:</li> <li>Training Duration:</li> </ul>
				<ul style="list-style-type: none"> <li>Type of Training:</li> <li>Course Provider:</li> <li>Course No.:</li> <li>Fee:</li> <li>Training Duration:</li> </ul>
				<ul style="list-style-type: none"> <li>Type of Training:</li> <li>Course Provider:</li> <li>Course No.:</li> <li>Fee:</li> <li>Training Duration:</li> </ul>



## Sample

**Role:** HR Manager

**Incumbent:** John

Non-exhaustive list

### Approach 3A

**Analyse the impact of identified Job Redesign interventions and the investment required**

## Training Recommendations

Skills and Competencies	Current Proficiency Level	Future Required Proficiency Level	Training/Course Name	Training/Course Information
Business Acumen	<ul style="list-style-type: none"> <li>Level 3</li> </ul>	<ul style="list-style-type: none"> <li>Level 4</li> </ul>	Advanced Business Acumen for HR	<ul style="list-style-type: none"> <li><b>Type of Training:</b> External classroom training</li> <li><b>Course Provider:</b> ABC Pte Ltd</li> <li><b>Course No.:</b> ABC-0938402</li> <li><b>Fee:</b> \$1,400.00</li> <li><b>Training Duration:</b> 2 days (16.00 hours)</li> </ul>
Data Collection and Preparation	<ul style="list-style-type: none"> <li>Level 3</li> </ul>	<ul style="list-style-type: none"> <li>Level 4</li> </ul>	Data Management 101	<ul style="list-style-type: none"> <li><b>Type of Training:</b> External classroom training</li> <li><b>Course Provider:</b> DEF Training Pte Ltd</li> <li><b>Course No.:</b> DEF-1267394</li> <li><b>Fee:</b> \$800.00</li> <li><b>Training Duration:</b> 1 day (8.00 hours)</li> </ul>
Data Management	<ul style="list-style-type: none"> <li>Level 3</li> </ul>	<ul style="list-style-type: none"> <li>Level 4</li> </ul>		
Human Resource Analytics and Insights	<ul style="list-style-type: none"> <li>Level 2</li> </ul>	<ul style="list-style-type: none"> <li>Level 3</li> </ul>	Data Analytics for HR	<ul style="list-style-type: none"> <li><b>Type of Training:</b> In-house training with Data Analyst</li> <li><b>Course Provider:</b> -</li> <li><b>Course No.:</b> -</li> <li><b>Fee:</b> -</li> <li><b>Training Duration:</b> 2 days (16.00 hours)</li> </ul>

Overview

Template

**Sample**



## Approach 3B

### Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

## Business Case

## Overview

### Description

This template is designed to create a business case for shortlisted Job Redesign interventions in order to obtain commitment from stakeholders for Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers
- Senior Management Executives

### Outcome

- Job Redesign interventions are selected and prioritised for implementation
- Stakeholders are aligned for successful Job Redesign implementation

### Instructions

1. Specify the key objectives for the Job Redesign implementation in the “Key Objectives” field
2. Define the current and desired state for the process that is being considered for the implementation of Job Redesign in the “Business Direction” field
3. Based on the business direction, identify short- and long-term success measures that will be used to track the success of the Job Redesign implementation in the “Success Measures” field. You may refer to the completed “Job Shadowing Observations” template for relevant success measures
4. Refer to the completed “Pain Points and Solutions” template and summarise the key pain points of the current process and solutions to address these challenges in the “Current Gaps and Challenges” and “Solutions” fields respectively
5. Based on the solutions identified, define the
  - Investment required for Job Redesign implementation in the “Costs and Resources for Implementation” field
  - Stakeholders who are responsible for the Job Redesign implementation in the “Implementation Project Team” field
  - Key milestones and time required for the Job Redesign implementation in the “High-level Implementation Timeline” field
- Present the business case and seek input from your Senior Management Executives to obtain their buy-in for the Job Redesign implementation

## Overview

## Template

## Sample



## Approach 3B

**Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in**

## Business Case

### Template

Key Objectives:



Business Direction:

Current State:

Desired state:



Success Measures:

Short-term:

Long-term:



Current Gaps and Challenges:



Solutions:



Costs and Resources for Implementation:



Implementation Project Team:

High-level Implementation Timeline:

Milestone	Q1	Q2	Q3	Q4



Overview

**Template**

Sample

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## Sample

**Key Objectives:** Improve the performance management (PM) of the workforce by streamlining the effort required to appraise employees at scale and identify initiatives for employee development that can drive performance

### Business Direction:

#### Current State:

- PM process is reliant on hard copy appraisal forms and is time-consuming and labour-intensive to administer
- Administration of hard copy appraisal forms across project sites cause delays in submission and resistance amongst line managers

#### Desired state:

- Digital appraisal forms that can be submitted via mobile
- HR is freed up from manual administration to perform value-added tasks (e.g. analytics on PM data to identify targeted employee development initiatives)
- Improved employee experience through user-friendly interface

### Success Measures:

#### Short-term:

- Reduction in time spent to administer PM process
- Employee feedback and satisfaction ratings on PM experience

#### Long-term:

- Targeted employee development initiatives identified by HR (based on analysis of PM data)
- Improvements to business performance metrics

### Current Gaps and Challenges:

- High volume of manual workload and time taken for PM process
- Lack of data analysis and technology implementation experience amongst HR

### Solutions:

- Leverage on HR technology solutions such as a digital PM platform to automate administration of performance appraisals
- Redesign the HR Manager role to pivot from administration of PM process to value-added responsibilities

### Costs and Resources for Implementation:

- Technology: software licenses, implementation services
- People: man hours to oversee implementation, training courses

### Implementation Project Team:

- Project Sponsor: CHRO
- Project Manager: HR Manager
- Team Member: HR Executives, IT Executive

### High-level Implementation Timeline:

Milestone	Q1	Q2	Q3	Q4
Project kickoff & stakeholder buy-in				
Digitise appraisal forms				
Redesign PM process				
Implement digital PM platform				
Implement job role redesign				

## Approach 3B

## Shortlist Job Redesign interventions for implementation and obtain stakeholder buy-in

## Business Case

Overview

Template

Sample

# Develop Action Plan

## TEMPLATES

**Approach 4B:** Map out key activities to successfully roll out the Job Redesign effort

- Action Plan

# 4

## Step





## Approach 4B

### Map out key activities to successfully roll out the Job Redesign effort

## Action Plan

## Overview

### Description

This template is designed to support the planning of activities that are required for a successful Job Redesign implementation.

### Key Stakeholders Involved

- Job Redesign Implementation Project Team
- HR Practitioners
- Business Unit Managers

### Outcome

- The viable and sustainable action plan is created to guide the Job Redesign implementation

### Instructions

1. List down all the activities that need to be performed for a successful Job Redesign implementation in the “Activities” column. Where possible, sequence the activities in chronological order
2. Group the activities by phases and/or workstreams, in the “Workstream” column, for ease of tracking and managing the activities
3. Assign individuals to lead the activities in the “Person Responsible” column
4. Track and update the completion progress of the activities in the “Status” column
5. Additional information pertaining to the activities can be captured in the “Remarks” column
6. Feel free to update the “Month” columns to days or weeks if you wish to track the implementation activities in a more granular fashion. Colour the relevant cells under the “Month” columns to create a Gantt chart that denotes the duration of the activity
7. Review and update the action plan on a regular basis to ensure that all activities are captured and on-track

### Tip(s)

- You may wish to maintain this action plan in a spreadsheet for ease of update and maintenance. Conditional formatting and formulas can also be used to automate the update of the Gantt chart and activity status in spreadsheets
- Additional fields such as start and end date of activities, and notes on dependencies across activities may be helpful and can be added to the template

## Overview

Template

Sample







## Sample

### Approach 4B

**Map out key activities to successfully roll out the Job Redesign effort**

## Action Plan

Overview

Template

**Sample**

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Workstream	Activities	Person Responsible	Status	Remarks	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Grant Application	Prepare and submit grant application documents	HR Manager	Completed							
	Monitor grant application outcome	HR Manager	In progress							
Technology/ system Implementation	Research and shortlist Performance Management (PM) platforms	HR Executive	Completed	Shortlisted X platform						
	Seek approval for selected PM platform	HR Manager	Completed							
	Gather functional requirements for PM platform	Tech Vendor	Not started	Pending grant outcome						
	Configure and migrate data into PM platform	Tech Vendor	Not started							
	Conduct User Acceptance Testing for PM platform	Tech Vendor	Not started							
	Conduct system training and prepare for go-live	Tech Vendor	Not started							
Downstream HR Interventions	Review the KPIs and performance expectations for the redesigned job role	Functional Manager	Completed							
	Identify skills gaps and trainings for incumbents in the redesigned job role	Functional Manager	In progress							
	Review compensation of incumbents through job evaluation of the redesigned role	HR Manager	Completed							
Change Management	Communicate changes to incumbents in the redesigned job role and their stakeholders	Functional Manager	In progress							
	Update necessary documents (e.g. SOP, policies, templates)	Functional Manager	In progress							

# Post-Job Redesign Implementation Analysis

## TEMPLATES

**Approach 6A:** Assess the effectiveness of Job Redesign interventions post-implementation

- Time Estimates Post-Job Redesign
- Actual Time Savings Post-Job Redesign

# 6

## Step





## Approach 6A

### Assess the effectiveness of Job Redesign interventions post-implementation

## Time Estimates Post-Job Redesign

### Overview

#### Description

This template is designed to ascertain the actual time taken by employees to complete their tasks in the redesigned process post-Job Redesign implementation. The time spent post-Job Redesign implementation will be compared to the baseline time estimates from the current process, to determine the impact of the implemented Job Redesign interventions.

#### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers
- Incumbents of the redesigned job roles that are involved in the process post-Job Redesign implementation

#### Outcome

- The actual time savings of the redesigned process post-Job Redesign implementation

#### Overview

#### Template

#### Sample



## Approach 6A

### Assess the effectiveness of Job Redesign interventions post-implementation

## Time Estimates Post-Job Redesign

## Overview

### Instructions

1. In the “Process” field of the template, specify the process that has been redesigned through the Job Redesign implementation
2. Using information gathered from the job shadowing of selected employees performing the redesigned process, complete the “Time Estimates Post-Job Redesign” template
  - Referring to the completed “Future Process Map” template, list all the process steps in the “Redesigned Process Steps” column. Verify with the employees involved in the redesigned process that the process steps are up-to-date. If the process steps have been modified during the implementation of the Job Redesign, be sure to update these accordingly in the template
  - Group individual process steps into key activities in the “Key Activities” column if they collectively form a sub-process or if a series of tasks need to be executed to achieve an outcome (e.g. printing, sorting and delivering a document are process steps in the key activity to distribute the document). Grouping of process steps into key activities will facilitate meaningful comparison of the key activities pre- and post-Job Redesign implementation, where individual process steps may have been added, modified or removed
  - In the “Breakdown of Time Spent” column, capture the number of employees (and their job roles) who execute the redesigned process steps, the actual time spent by each employee to complete the step and the number of times the step is executed each year (i.e. number of process cycles per year)
  - Identify if the process steps are executed with the help of technology in the “Manual or Tech-enabled Process Step?”
  - Estimate the man hours spent per incumbent and per year (man hours spent by incumbent multiplied by the number of incumbents and cycles) on the redesigned process steps in the “Actual Time Spent Per Run of Redesigned Process Step” and “Actual Time Spent Per Year on Redesigned Process Step” columns respectively
  - Sum up the man hours spent on the redesigned process steps to determine the time spent on the key activities in the “Actual Time Spent on Key Activity Per Year” column
  - Total the actual time taken to complete the key activities in the last column to determine the actual man hours required per year across the whole redesigned process

### Tip(s)

- Where there are overlaps in process steps and the time needed to complete each step cannot be clearly separated, you may wish to have to have a joint time estimate for the steps. However, please ensure that the process steps with joint time estimates fall within the same key activity so that a fair comparison can be done against the time taken pre-Job Redesign implementation for that key activity

## Overview

## Template

## Sample

### Process:

## Assess the effectiveness of Job Redesign interventions post-implementation

## Overview

## Template

## Sample

TOTAL

Key Activities	Redesigned Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Actual Time Spent Per Run of Redesigned Process Step (man hours per incumbent)	Actual Time Spent Per Year on Redesigned Process Step (man hours across all incumbents and cycles)	Actual Time Spent on Key Activity Per Year (man hours)
					TOTAL	



## Approach 6A

### Assess the effectiveness of Job Redesign interventions post-implementation

## Time Estimates Post-Job Redesign

Overview

Template

**Sample**

## Sample

**Process:** Performance Management (PM)

Non-exhaustive list

Key Activities	Redesigned Process Steps	Breakdown of Time Spent	Manual or Tech-enabled Process Step?	Actual Time Spent Per Run of Redesigned Process Step (man hours per incumbent)	Actual Time Spent Per Year on Redesigned Process Step (man hours across all incumbents and cycles)	Actual Time Spent on Key Activity Per Year (man hours)
Release appraisal forms	F1: Release appraisal forms and communicate start of PM cycle	<ul style="list-style-type: none"> <li>1 HR Manager takes 2 hours to trigger release of the appraisal forms and communicate start of PM cycle</li> <li>Additional communications via Whatsapp are sent out to support email notification from system</li> <li>There are 2 PM cycles each year</li> </ul>	Tech-enabled	2h	4h (2h x 2 cycles)	4h
Distribute blank appraisal forms	-	-	Tech-enabled	-	-	-
	-	-	Tech-enabled	-	-	
Complete and submit appraisal forms	F2: Discuss and complete appraisal form	<ul style="list-style-type: none"> <li>There are 1500 Staff across project sites</li> <li>Functional Supervisors take an average of 30 minutes to discuss each individual Staff's performance and complete the appraisal forms</li> </ul>	Tech-enabled	0.5h	1,500h (0.5h x 1500 Staff x 2 cycles)	1,548h
	F3: Approve appraisal ratings	<ul style="list-style-type: none"> <li>Functional Managers take, on average, 24 hours to check and approve all Staff ratings</li> </ul>	Tech-enabled	24h	48h (20h x 2 cycles)	
Check ratings and track completion	F4: Track completion rate	<ul style="list-style-type: none"> <li>1 HR Executive takes 1 hour to monitor the completion rates for the submitted appraisal forms</li> </ul>	Tech-enabled	1h	2h (1h x 2 cycles)	2h
TOTAL						1,554h



## Approach 6A

### Assess the effectiveness of Job Redesign interventions post-implementation

# Actual Time Savings Post-Job Redesign

## Overview

### Description

This template is designed to determine the actual time savings that were achieved as a result of the Job Redesign implementation.

### Key Stakeholders Involved

- HR Practitioners
- Business Unit Managers
- Incumbents of the redesigned job roles that are involved in the process post-Job Redesign implementation

### Outcome

- The actual time savings that were achieved as a result of the Job Redesign implementation are determined to evaluate the impact of the Job Redesign interventions and assess areas for continuous improvement

### Instructions

1. Refer to the “Current Time Estimates” template that has been completed for the same process and copy over the details in the “Key Activities” and “Current Time Spent on Key Activity Per Year ” columns into the “Key Activities” and “Time Spent on Key Activity Per Year Pre-Job Redesign” columns of this “Actual Time Savings Post-Job Redesign” template
2. Refer to the “Time Estimates Post-Job Redesign” template that has been completed for the same process and copy over the details in “Actual Time Spent on Key Activity Per Year ” column into the “Time Spent on Key Activity Per Year Post-Job Redesign” column of this “Actual Time Savings Post-Job Redesign” template
3. Subtract the man hours in the “Time Spent on Key Activity Per Year Post-Job Redesign” column from the “Time Spent on Key Activity Per Year Pre-Job Redesign” column for each key activity. Calculate and capture the delta for these man hours, in percentages, in the “Delta between Time Spent on Key Activity Pre- and Post-Job Redesign” column
4. Total the man hours and delta of time spent in the “Delta between Time Spent on Key Activity Pre- and Post-Job Redesign” column to define the overall time savings

### Tip(s)

- Visualise the expected time savings that result from the Job Redesign implementation by generating graphs to compare the time spent pre- and post-Job Redesign on the key activities (please refer to the sample for an [example of a graph](#) that can be generated from a completed “Actual Time Savings Post-Job Redesign” template)

## Overview

## Template

## Sample





Approach 6A

Assess the effectiveness of Job Redesign interventions post-implementation

Actual Time Savings Post-Job Redesign

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Template

Process:

Key Activities	Time Spent on Key Activity Per Year Pre-Job Redesign (man hours)	Time Spent on Key Activity Per Year Post-Job Redesign (man hours)	Delta between Time Spent on Key Activity Pre- and Post-Job Redesign (%)
	TOTAL:	TOTAL:	



## Approach 6A

**Assess the effectiveness of Job Redesign interventions post-implementation**

**Actual Time Savings Post-Job Redesign**

## Sample

**Process:** Performance Management (PM)

Non-exhaustive list

Key Activities	Time Spent on Key Activity Per Year Pre-Job Redesign (man hours)	Time Spent on Key Activity Per Year Post-Job Redesign (man hours)	Delta between Time Spent on Key Activity Pre- and Post-Job Redesign (%)
Release appraisal forms	8h	4h	-50%
Distribute blank appraisal forms	104h	-	-100%
Complete and submit appraisal forms	1,640h	1,548h	-5.6%
Check ratings and track completion	100h	2h	-98%
	TOTAL: 1,852h	TOTAL: 1,554h	-16.1%

Overview

Template

**Sample**

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## Sample

Process:

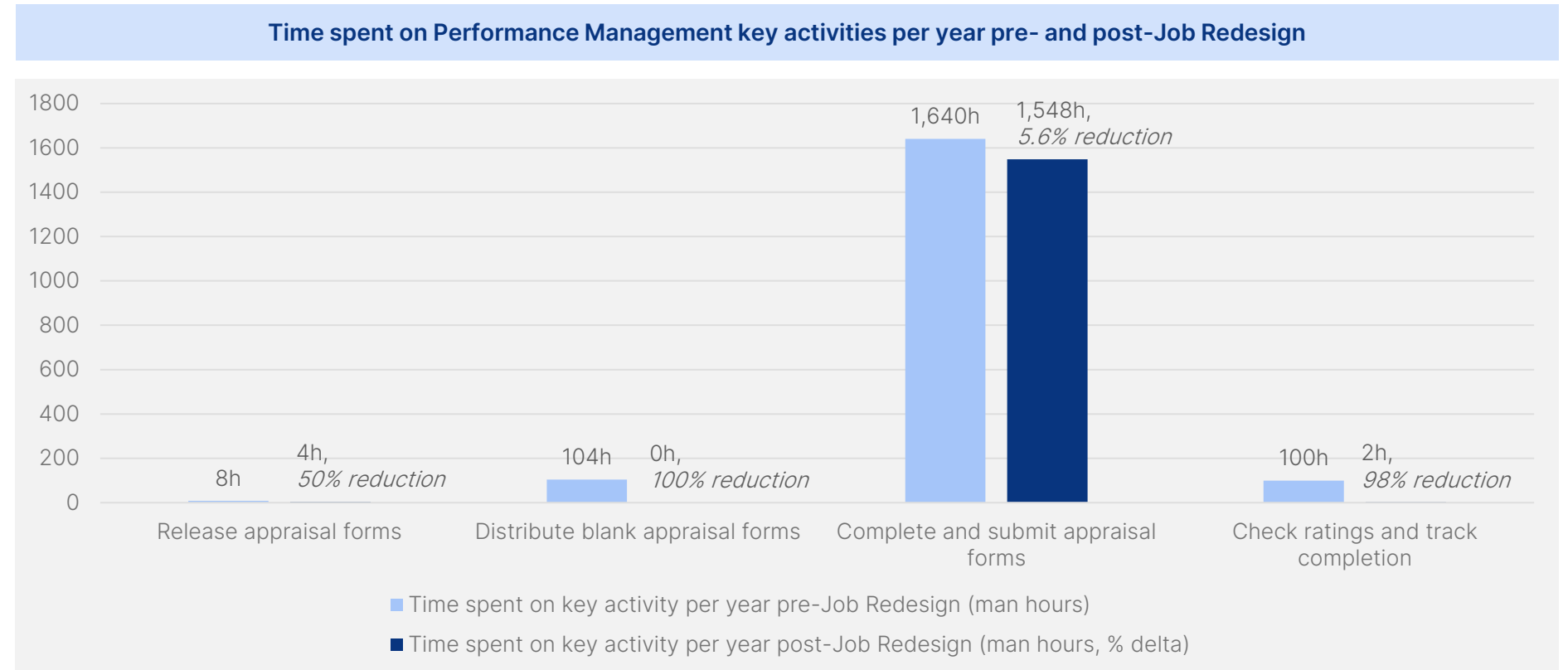
Performance Management (PM)

Non-exhaustive list

### Approach 6A

**Assess the effectiveness of Job Redesign interventions post-implementation**

**Actual Time Savings Post-Job Redesign**



Overview

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**Sample**

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