



# WHY

## JOB REDESIGN

**ntuc**  
National Trades Union Congress

**SNEF**

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## WHY JOB REDESIGN

### CONTEXT SETTING

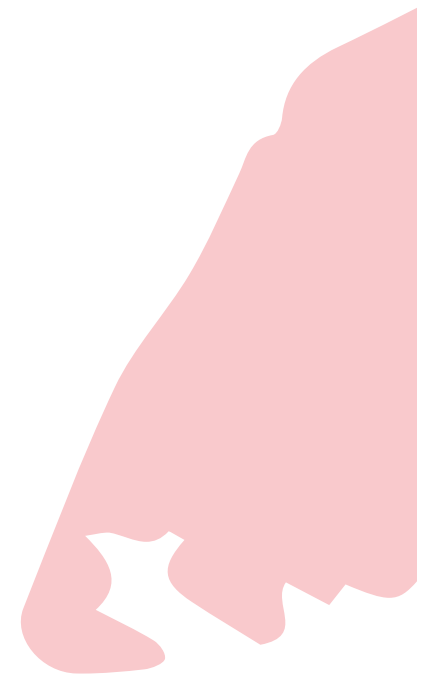
It's time to turn our ageing workforce into our advantage

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# IT'S TIME TO TURN OUR AGEING WORKFORCE INTO OUR ADVANTAGE

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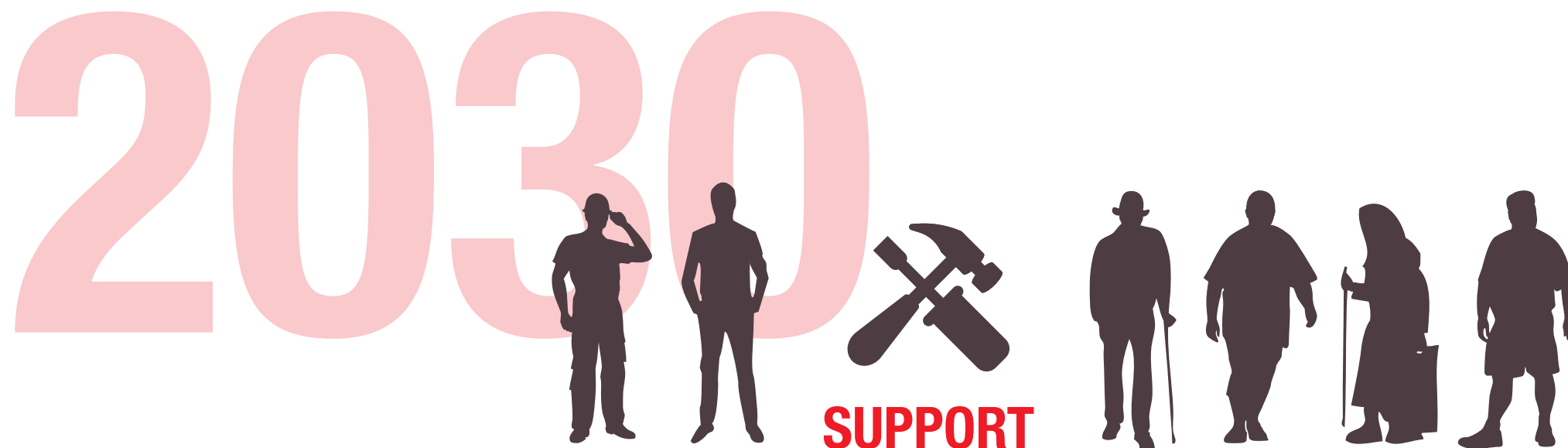
**1970S**  
AN AGEING POPULATION

**14 ADULTS**  
SUPPORTING ONE  
PERSON AGED 65  
AND ABOVE.

Singapore is facing the issue of an ageing population. In the 1970s, we had about 14 adults aged between 24 to 64 supporting one person aged 65 and above.<sup>1</sup>

<sup>1</sup> Source: Department of Statistics

# IT'S TIME TO TURN OUR AGEING WORKFORCE INTO OUR ADVANTAGE



By 2030, it is expected that we will have only two adults working to support each senior citizen.<sup>1</sup> The reality is that more people have to be gainfully employed for longer. This poses new challenges, but more importantly, new opportunities. Not just for employers, but also for the older workers themselves and their families too. Imagine a country where older workers can continue to find a safe, happy and meaningful way to earn a living, and contribute to the economy and to a higher quality of living for all. With businesses like yours, working together with the government and tripartite partners, we can turn ageing into our advantage today.

<sup>1</sup> Source: Department of Statistics

# HOW OTHERS HAVE DONE IT AND BENEFITTED



Redesigning jobs can be easy and cost-effective, and the returns are measurable. See what these leading brands have done.

# HOW OTHERS HAVE DONE IT AND BENEFITTED: SUCCESS STORIES

## LAWRY'S THE PRIME RIB SINGAPORE

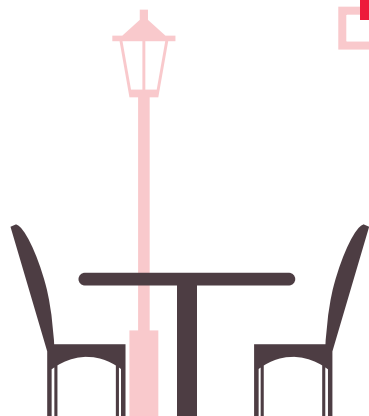


### What was implemented

- Flexible working hours
  - Direct feedback channel: Silver Work Mentor Programme
  - E-menu ordering system
  - Shared task allocation with younger employees
- Improve physical workplace environment
    - Automated tools
    - Anti-slip mats
    - Trolleys to reduce heavy lifting
    - Chairs and rest area to reduce fatigue
    - Ladder to reach high places

Industry: **F&B**

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



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

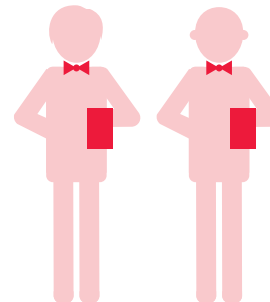
- Mr Kevin Koh, Director

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

- Ms Claudya Putri, Sales & Marketing Manager

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

- Mescon, Busser, 62 years old



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

- Ray, Host, 53 years old

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

- Eka, Host, 23 years old

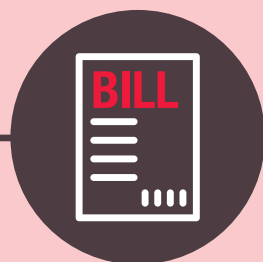
Lawry's E-Menu Ordering System



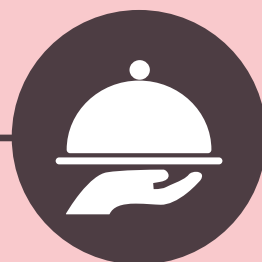
Guests pays and bill printed



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



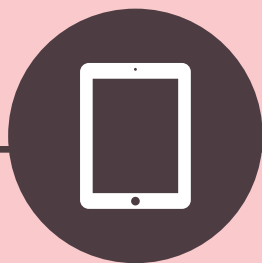
Guests request bill



Food is served to guests



Guests seated and menu presented



Server introduced & take orders via iPad



Orders sent automatically to kitchen



Server to pick up when iPad notifies food is ready

**WIN-WIN!**

Lawry's  
The Prime Rib  
Singapore

**30%**


improvement with the newly implemented workflow.



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


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

# HOW OTHERS HAVE DONE IT AND BENEFITTED: SUCCESS STORIES




Industry: **F&B**

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




**What was implemented**

- Flexible work arrangements
- Shortened working hours
- Chairs at workstations
- Machines to minimise strenuous tasks
- Allocation of simpler tasks




At 86 years old, Woh Hoong (also known as Po Po), is Han's oldest employee. She has been working in the central kitchen for over 28 years. Here's her personal journey:




**In the past 9-hour shifts**

Po Po worked 9am to 6pm from Mondays to Saturdays doing dish-washing and kitchen preparation.



**Today**

Po Po works from 9am to 1pm from Mondays to Saturdays.



**Job responsibilities**

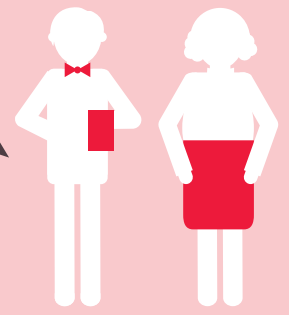
Po Po's duties now only involve less physically-taxing work such as peeling shallots and cutting onions, chilli and mushroom. She also has a seat at her workstation.

*"We value our older workers' experiences, wisdom and seniority. The training phase is challenging, but the benefits outweigh the costs."*

- Mr Leong Eng Chai, Factory Manager

*"I enjoy the level of flexibility and freedom Han's have given me to perform my work. My duties do not involve physically strenuous work. I am responsible for cake decorating for special orders and I focus my time on improving and creating new recipes."*

- Victor Foo Lam Sun, Head Chef, 69 years old



*"My work is not tiring or physically challenging. I really enjoy the companionship in the kitchen!"*

*"I am very grateful to Han's for the opportunity to work. I don't think I can ask for any further improvements."*

- Chan Woh Hoong, Kitchen Assistant, 86 years old



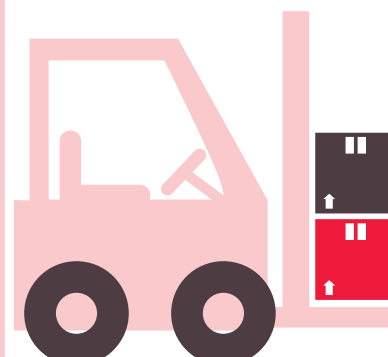
# HOW OTHERS HAVE DONE IT AND BENEFITTED: SUCCESS STORIES

**FedEx  
Singapore**

Industry: **Logistics**

### What was implemented

- Yearly refresher workplace safety training programmes
- Trolleys to lighten burden of parcels and packages
- Less strenuous duties
- Work pace that is more adaptable and suited to older workers' needs



*"I enjoy my working environment because I like meeting new people and building relationships with customers."*

*"I am a grandfather and I have children who can support me, but I have chosen to continue working to keep myself mentally and physically active."*

*-Mohammad Saimon, Senior Courier, 54 years old*



*"We hire based on competency and experience. Our job application forms do not require candidates to provide details of their age."*

*"Medical costs may be higher for some older workers, but it is our responsibility to look after them."*

*- Ms Gindo Kour, Human Resource Services Manager*



#### FIND OUT MORE ABOUT US

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