

Inter-regional Technical Forum on Skills for Trade, Employability and Inclusive Growth

Enabling Skills in High Performance Work Organisations A Case Study from Singapore

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The Institute for Adult Learning – Areas of Focus



Capability Development

- Nurture a vibrant and dynamic CET community
- Offer credentials and qualifications to recognise the professionalism of CET professionals

Research

Lead and conduct research to inform policy and practice

Learning Innovation

Lead innovation and experimentation in pedagogical learning design and practice



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Changing Work Organisation for High Performance Outcomes



- Skills provide the foundation to such outcomes, and thus effective skill-building is key
- Fully understanding the business motive and performance outcomes are important to skill building practices
- Skills can thus drive innovation, performance and productivity, and vice versa

Management, Skills and Changing Work Organisation



- Work organization has moved from a Taylorist concept, with efficiency through minimum skill requirements with work that is broken into small and simple segments
- Modern management takes reference from the Japanese model, where worker initiatives are harnessed for work redesign and changing work organization
- Skills integration is important, as new work organization requires a broad span of skills from core domain skills to essential skills such as problem solving, critical thinking, communication skills and more

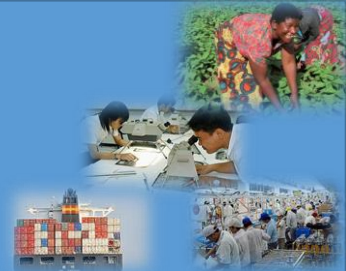
The ESCALATE Project



- ESCALATE – Enhancing Skills Collaboration and Learning for Added Training Effectiveness
- ESCALATE aimed to study the possibility of integrating vertical with horizontal skills in the design and delivery of training at the workplace, to allow for increased applicability of skills training to jobs
- The pilot also focused on whether low-waged and low-skilled workers especially, could benefit from this approach in terms of quicker skill development and deeper application and relevance



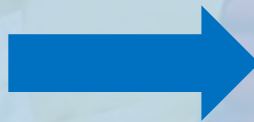
Case Study



Landscape Design and Installation Technician



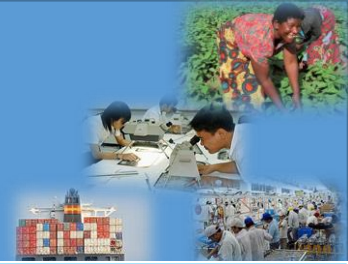
**13 local Landscape
Technicians**



**Prince's "Internal
Sub-contractor" ***

**The "Internal Sub-contractor" model is a unique feature of Prince's Landscape, where individuals are employed by Prince's Landscape, yet they are empowered to supervise and manage their projects and project resources, as if they were*

Work Organization Comparison



Kaizen and Lean Methodologies



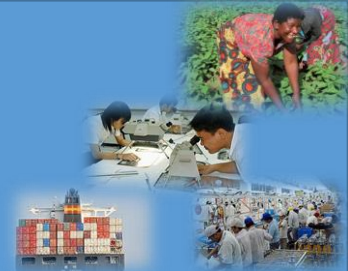
Then: Landscape Technician (growing of plants, occasional movement of plants for events etc)
Now: Internal Sub-contractor (able to pitch additional services directly to the client, cross-sell and offer package deals or work with other teams to offer regular contract)

Understanding of work as a process which is continuously improved, with all employees plugged into the whole process, with the cutting down of waste in any part of any process

Then: Employee requiring close supervision and instruction on tasks to be completed in the course of a work day
Now: Internal sub-contractor empowered to make their own decisions, have access to organization resources to enhance services to clients, and work through challenges to fulfil the clients' needs

Staff are engaged problem-solvers, detecting the root causes of issues and suggesting solutions to be put in place. Employee engagement is thus boosted and the motivation to change and improve increased as staff have a direct hand in it.

Case Study



- Supervisory and Operational Skills (such as Running a Project, Team Management, Budget Planning, Making Profits and Observing the Rules and Regulations) were integrated with Communication skills, Time Management, Self-motivation and Leadership skills
- 132 hours of classroom and On the Job Coaching (OJC) for 13 participants
- 10 participants aged 40 and above, earning from US\$938 - US\$1,913
- 9 were offered the new role, and 5 signed up for it. (4 in their 30s and 40s, and a 64 year old)



Outcomes



For the Individual:

- Increased earnings with variable components to be earned based on performance and contribution to the organization's bottom line.
- Diversification of skills and tasks, with the possibility of a supervisory role and increased job satisfaction, for some who have been repetitively doing the same tasks for many years

For the Organisation:

- Higher level of engagement of staff, with the 'source pool' of profit-centred staff also increased, since former 'workers' are now working not just for but alongside the organization for profit growth
- There is less need for close supervision of these staff equipped with increased skill levels and able to take on a diverse chain of tasks. This would free up one more essential level of staff for work re-organization and further benefits