

Support for Job Redesign under Productivity Solutions Grant (PSG-JR)

A PSG-JR Case Study: Deep Dive Studios Pte. Ltd.

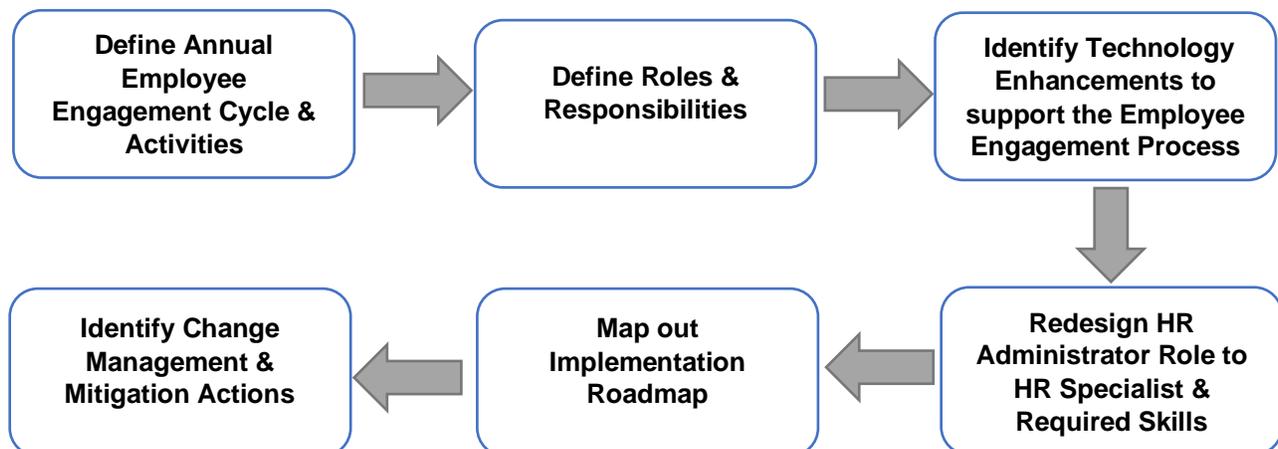
Learn how Deep Dive Studios tapped on the expertise of a pre-approved job redesign consultant through the Support for Job Redesign under Productivity Solutions Grant (PSG-JR), to redesign the HR role to strengthen employee engagement efforts and improve talent attraction and retention.

Background

Deep Dive Studios Pte. Ltd. is a fast-growing game and technology development company. The main challenges faced by the company include a lean HR team and the need to develop its expertise in strategic HR functions such as talent engagement through the use of HR technology and analytics. While there were efforts for employee engagement, it was necessary to put in place a formal Employee Engagement process for its Senior Management team to better understand employees' sentiments. In addition, Employee Engagement was viewed as one of the critical areas that needed to be sharpened to develop a more conducive work environment and healthier work culture. This would then improve talent attraction, retention, productivity, and general sense of well-being. In particular, the HR Administrator role needed to be transformed to provide better coverage of the employee engagement efforts within the company.

With this in mind, Deep Dive Studios decided to tap on the Support for Job Redesign under Productivity Solutions Grant (PSG-JR) and the expertise offered by one of the pre-approved consultants, Ernst & Young Advisory Pte. Ltd. (EY) to redesign the HR Administrator role.

To kick things off, interviews with the Senior Management and Line Managers, along with a focus group discussion with the employees were conducted to understand their expectations and desired outcomes with regards to their preferences on employee engagement (e.g., channels preferred, frequency of employee engagement activities, etc.). Based on their expectations, recommendations were then made to create a formal Employee Engagement process:



Support for Job Redesign under Productivity Solutions Grant (PSG-JR)

With the establishment of the newly created Employee Engagement process, the HR administrator role would also have to transform in tandem, through job redesign.

Before Job Redesign	After Job Redesign
<ul style="list-style-type: none"> • HR Administrator Job Role revolved around administrative tasks and manual work processes • Lack of use of HR technology & analytics for employee engagement efforts • Informal Employee Engagement workflow and processes 	<p>Redesigned HR role that was more focused on HR responsibilities, new employee engagement responsibilities and value-added tasks such as:</p> <ul style="list-style-type: none"> • Shaping Employee Engagement guidelines and policies • Utilising HR analytics to derive insights from employees' feedback • Tracking Employee Engagement activities to ensure relevant Employee Engagement actions are identified and completed • Communicating Employee Engagement findings and updates to various stakeholders for improved information flow across the company

With the process and people in place, EY guided the company to look at the technology aspect to support implementation. Working closely with internal stakeholders, EY was able to understand the needs, and identify ready-to-go technology solutions to support the digitalisation and implementation of this new work process.

Leveraging the expertise of EY, the company developed a clear implementation roadmap with action plan items, which is key to any successful project execution. This action plan includes a clear breakdown of the roles and responsibilities, with named individuals who will be held accountable for the success of the implementation. Change Management concerns were identified, and mitigation actions proposed to help transition stakeholders into the newly established Employee Engagement process. This includes the development of guidelines that will help stakeholders understand the relevant procedures, expected behaviour and tips for conducting Employee Engagement sessions.

Support for Job Redesign under Productivity Solutions Grant (PSG-JR)



“Deep Dive Studios embarked on this project with the key goal of improving talent attraction and retention through a consistent Employee Experience that aligns to our desired company culture.

This project has not only helped to highlight some issues we needed to address (such as different experience levels among line managers and unstructured reviews) but also allowed us to develop a new Employee Engagement strategy where various organisational stakeholders could be jointly-involved for effective implementation of the new processes.

We are especially heartened to see the job value of our HR role increase by over 30%, as measured by the National Job Evaluation Tool and are looking forward to more productivity improvements within the organisation.”

Darren Quek, Co-Chief Executive Officer, Deep Dive Studios Pte. Ltd.

“Initially, the HR Administrator role was more focused on providing support and administrative duties in the organisation. The job redesign project has helped shift the job responsibilities to higher value HR specific work such as taking charge of the implementation of the Employee Engagement process for Deep Dive Studios. There is a need to coordinate with different stakeholders and get their opinion and sentiments, which makes communicating very important for the role now.”

Chanthini Priya, HR Specialist, Deep Dive Studios Pte. Ltd.

Conclusion

This case study demonstrates the benefits derived from job redesign through the PSG-JR consultancy grant. Should you be interested to find out more about how PSG-JR can help your organisation, please contact psgjr@snef.org.sg