



INSIGHTS

FROM THE ESTATE AND FACILITIES MANAGEMENT LIGHTHOUSE PROJECT

Job Redesign Framework and Learnings



The Singapore Business Federation (SBF) Estate and Facilities Management (EFM) Lighthouse Project was initiated in November 2019 following the recommendation for businesses to enhance the career progression and remuneration of essential services workers in the EFM space. Seven companies comprising Allgreen Properties, CapitaLand, CBM, Certis Cisco, Far East Organization, ISS Facilities, and Pontiac Land and four Trade Associations and Chambers (TACs), namely Environmental Management Association of Singapore (EMAS), Landscape Industry Association of Singapore (LIAS), Real Estate Developers' Association of Singapore (REDAS), and Security Association Singapore (SAS) came together to support the Lighthouse Project and committed to sustainably enhance the livelihoods of trade staff in Singapore's EFM sector.



Lam Yi Young

Chief Executive Officer (CEO)
Singapore Business Federation

Although the genesis of the EFM Lighthouse Project preceded the COVID-19 pandemic, the guiding principles of embracing innovative and transformative changes, co-creating mutually beneficial outcomes, and promoting the cross-pollination of ideas across organisational and industry silos have become more relevant in a post-pandemic environment. The tight labour situation and silvering workforce demographics mean that buyers and providers of EFM services must explore novel ways to build a skilled, productive, and motivated workforce to deliver essential functions such as cleaning, landscaping, security, mechanical and electrical (M&E), and customer services to keep our buildings and facilities operational.

Over the span of 15 months, 10 pilot projects involving a combination of several EFM functions across various property types were trialled under the EFM Lighthouse Project. Through job and process redesign, multi-skilling and cross-industry integration of job functions, and close collaboration between service buyers and providers progressing into an outcome-based approach, the project uncovered key success factors for win-win outcomes. With careful implementation and execution, service buyers can benefit from consistent service quality and delivery, and service providers can reap rewards from sustainable productivity gains. Most importantly, trade staff are upskilled and can look forward to higher value adding jobs and better wages and career prospects.

To support the industry's efforts to uplift wages, careers and working conditions, the government has rolled out concerted policies and initiatives and have recently expanded the Progressive Wage Model (PWM) to cover more workers and we will see significant salary increments across the various EFM subsector wage rungs in the next few years. Businesses must recognise the shift towards productivity-driven growth and transform their operating models to keep up with these changes to achieve long term manpower and cost sustainability.

As a lighthouse project, this endeavour is intended to light the way for more companies, large and small, to adopt and adapt the learnings to the needs of their property. It is with this in mind that we have put together a job redesign framework for the EFM sector based on case studies from the 10 pilot projects, as well as a job redesign toolkit and a model outcome-based contract (OBC) covering cleaning and basic handyman services for a start. These tools and resources will help companies looking to get started. SBF will continue to work closely with like-minded industry TACs and stakeholders to galvanise wider adoption of the key insights gleaned from the project.

I would like to express my appreciation to the Steering Committee led by Ms Jodie Choo, Executive Director and Group Head, Human Resources, Information Technology & Administration, Far East Organization, for the dedication and commitment to their role as "lighthouse keepers", paving the way for us to come together to transform and uplift the EFM industry.

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1 Introduction to the Lighthouse Project

1.1 Sustainable employment

The Singapore Business Federation (SBF) Sustainable Employment Report released in November 2019 puts forth six recommendations targeted at addressing the employment needs of the elderly, the less well-off, and other groups vulnerable to job disruption in Singapore. One of the recommendations was for employers to explore the multiskilling of low-wage jobs to enlarge job scope, raise wages and provide better career progression.

In line with this recommendation, SBF initiated the Estate and Facilities Management (EFM) Lighthouse Project in partnership with the following Lighthouse Project participating organisations to redesign the job roles of trade staff performing essential services in residential and commercial properties in Singapore:

Lighthouse Project participating organisations		
Pilot companies		Trade associations and chambers (TACs)
Service buyers	Service providers	
Allgreen Properties	CBM	Environmental Association of Singapore (EMAS)
CapitaLand	Certis CISCO	Landscape Industry Association of Singapore (LIAS)
Far East Organization	ISS Facility Services (ISS)	Real Estate Developers' Association of Singapore (REDAS)
Pontiac Land Group		Security Association Singapore (SAS)

Trades studied in the EFM sector include:

 Cleaning	 Landscaping	 Security	 Mechanical and Electrical (M&E) maintenance	 Customer Services
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Allgreen Properties, Far East Organization (operating as Agape Services) and Pontiac Land Group also employ trade staff providing services in one or more of the above trades.

Recognising that employee profiles across these job roles are similar, the Lighthouse Project participating organisations see the potential of multiskilled roles as a means to increase productivity.

Ultimately, this can be a win-win, as it provides for career progression and wage increases for those equipped with the skills to perform essential services across multiple trades. Service buyers and service providers also benefit from a more flexible and knowledgeable talent pool, improved response times, and productivity gains.

“

Multiskilling enables job enlargement, builds employee confidence and strengthens both accountability and empowerment. This enhances career progression prospects for trade staff and improves productivity outcomes. From a service delivery standpoint, multiskilling has also enabled speedier response to issues and allowed the company to better match manpower utilisation to requirements.



Annie Ong

Chief HR Officer, Pontiac Land Group

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1.2 Key trends in the EFM sector



Continued wage increments through the Progressive Wage Model (PWM)

The PWM was initiated in June 2015 to raise the wages of the workforce in the cleaning sector, followed by landscape and security in 2016. This has been further expanded to cover both local and outsourced jobholders by 1 September 2022, with wages set to increase annually each July, at least until 2028.

Investments in innovation and adaptation are key to ensuring jobholder productivity and value-add to keep pace with wage increments.



Persistent manpower constraints

Manpower remains a persistent challenge for companies operating in this space - in 2020, the average turnover rate in the EFM trades studied was 3.5%, more than double the national average of 1.7%.

Employers also rely heavily on non-resident trade staff to supplement the workforce - today, approximately 30% of trade staff in cleaning,¹ 50% in landscaping,⁴ and 30% in security are non-residents.²

Additionally, the mean age of Singaporean trade staff in the cleaning trade is 60.³ Almost half of the workforce in landscaping are aged between 41 and 62,⁴ and 43% of security officers are over the age of 50.⁵

Job redesign to match the profile, needs and strengths of mature employees, as well as to draw and retain a younger generation of local trade staff, is integral to maintaining long-term sustainability in these sectors.

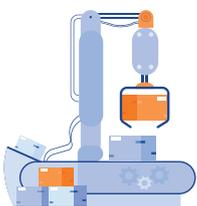


Increasingly dynamic work environments

The work of trade staff in the EFM sector needs to be rapidly recalibrated in response to ad-hoc changes in the environment.

In recent times, the closure of Singapore's borders and shifting compliance requirements in response to the COVID-19 pandemic resulted in fluctuating user volumes and stressors on manpower requirements. With new emphasis on infection control, trade staff needed to be speedily redeployed to new and constantly changing roles in disinfection, temperature monitoring and access control, with many shouldering these additional tasks on top of their existing workload.

Training, cultural changes and job redesign to enable nimble responses to environmental factors are key to continued optimisation of service delivery pathways.



Adoption of technology

Growing availability and cost-effectiveness of automation and robotic technologies have made these solutions more accessible in recent years.

Combined with a rising appreciation for how data can improve operational decision-making and the need to attract a younger generation, service buyers and providers alike are keen to explore how technological innovations can help take over time-consuming, repetitive manual tasks, freeing trade staff to focus on higher-value service offerings. This may then lead to more diversified skill sets and competencies, and improved career pathways.

REFERENCES

1. Cleaning firms must pay cleaners annual bonus from 2020, The Straits Times, 3 October 2018
2. Corona Virus: Security firms say they will be hit by lockdown in Malaysia, The Straits Times, 17 March 2020
3. More in Singapore remaining in workforce past 65, The Straits Times, 7 March 2016
4. 10 year plan to help landscape sector bloom, The Straits Times, 5 May 2019
5. Hell No! Security guarding is Not a Low-Wage Job, LabourBeat, 2 September 2016

1.3 Shared aspiration and guiding principles

These challenges in the EFM sector make it imperative for service buyers and service providers to act quickly to safeguard the long-term sustainability of the sector.



“

It is time for us to transition from the heavy reliance on siloed headcount-based contracting models to lift the professionalism and value of these services through the sustainable and value-driven redesign of jobs. This will also see wages for essential service workers double under PWM in about 5 years.

The need for the entire sector ecosystem to be more resource-optimal and efficient is not a question of ‘if’ but ‘when’. To ensure sustainability, organisations need to adapt, scale and transition quickly.



Jodie Choo

Executive Director, Group Head of HR, IT and Administration, Far East Organization

”



As industry leaders, we must **future-proof** our industry- by taking a **medium to long-term view** and experimenting with **innovative, transformational changes** rather than incremental gains.

For effective experimentation, we recognise the need to **navigate uncharted territory** and manage novel risks.

For this reason, we accept that despite our best intentions, some experiments may achieve a higher level of success than others.



To co-create **sustainable, mutually-beneficial solutions**, there is a need to **break down industry silos** and collaborate horizontally and vertically **across the value chain**.



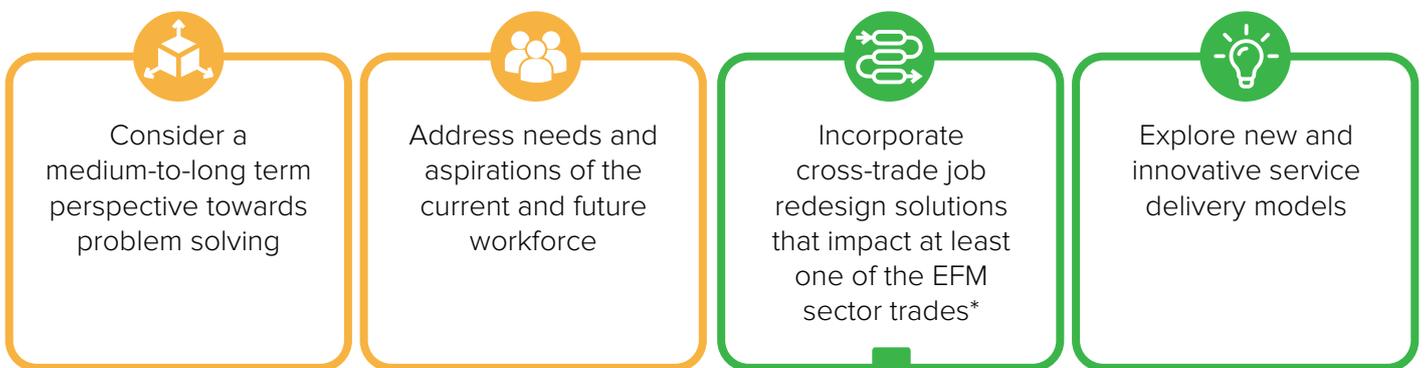
We believe that the observations, ideas, and data analyses undertaken as part of the Lighthouse Project provide valuable insights, and commit to the mutual and **open sharing** of these experiences to promote **cross-pollination** of ideas for the **betterment of Singapore's EFM industry**.

1.4 Pilot projects

The Lighthouse Project consists of 10 pilot projects undertaken across multiple property types:

Pilot companies	Property type	Number of trade staff	EFM trades included in redesigned jobs				
			Cleaning	Landscaping	Security	M&E	Customer service
Allgreen Properties	Serviced apartments	<5	●		●	○	○
CapitaLand & ISS	Mixed-use	5-10	●	○			
CBM	Hotel	<5	●			○	
	Shopping mall	<5	●			○	
	Industrial	<5			●	○	
Certis CISCO	Mixed-use	5-10	●		○		
Far East Organization	Residential	<5	●	○		○	
	Mixed-use	>10	●	○			○
Pontiac Land Group	Office towers	5-10	●			○	

Each pilot project was jointly assessed by the Lighthouse Project Steering Committee (consisting of representatives from each Lighthouse Project participating organisation) to have met the following criteria for selection:



EFM sector trades:

Cleaning Landscaping Security Pest Control

M&E Maintenance Concierge / other customer-facing roles



2 Objectives of Job Redesign (JR)

The objectives of job redesign in the Lighthouse Project are:



Identification of cross-trade multiskilling opportunities and development of multiskilled roles



Improved utilisation of resources to enhance productivity and address manpower shortages



Enhanced work conditions to boost worker dignity and make employees feel valued



Added value to work performed



Enhanced quality of service delivery

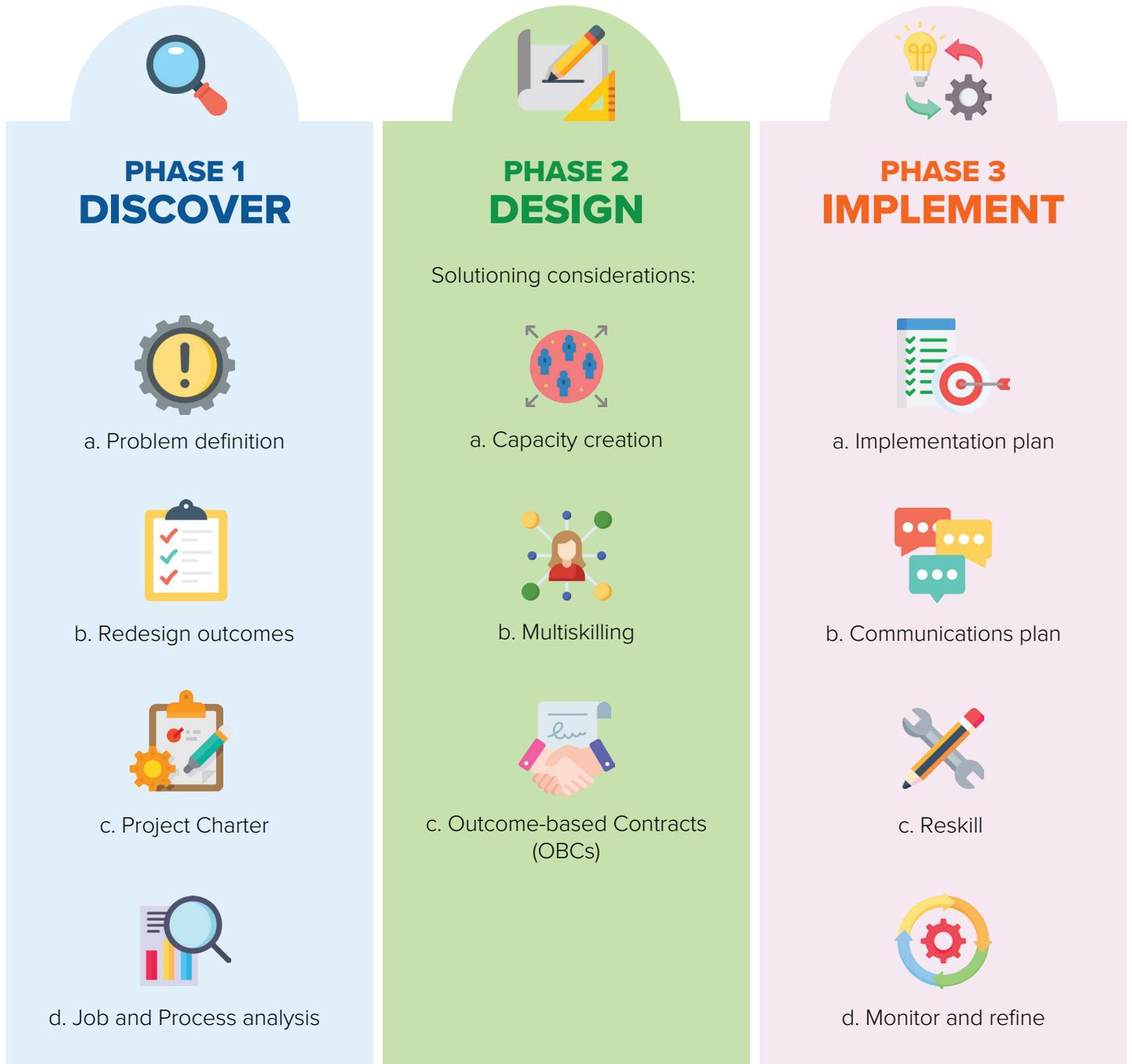


Enhanced employability of older workers

Work processes and job scopes are tightly intertwined. Meaningful redesign requires both to be aligned to common objectives and redesigned in tandem.

3 JR Framework for the EFM sector

The following JR Framework has been developed for the EFM sector under the Lighthouse Project, to guide organisations through typical job redesign phases and milestones. Ambitious, transformative job redesign projects may involve multiple iterations or phases and span multiple years.



This JR Framework is designed to be used in conjunction with the JR Toolkit, which contains methodologies and templates utilised by organisations in their job redesign projects. The JR Toolkit is available as a downloadable resource from the [SBF Sustainable Employment website](#).



3.1 PHASE 1: DISCOVER

The goal of this Phase is to identify and validate the underlying challenges to be alleviated by the redesign effort.

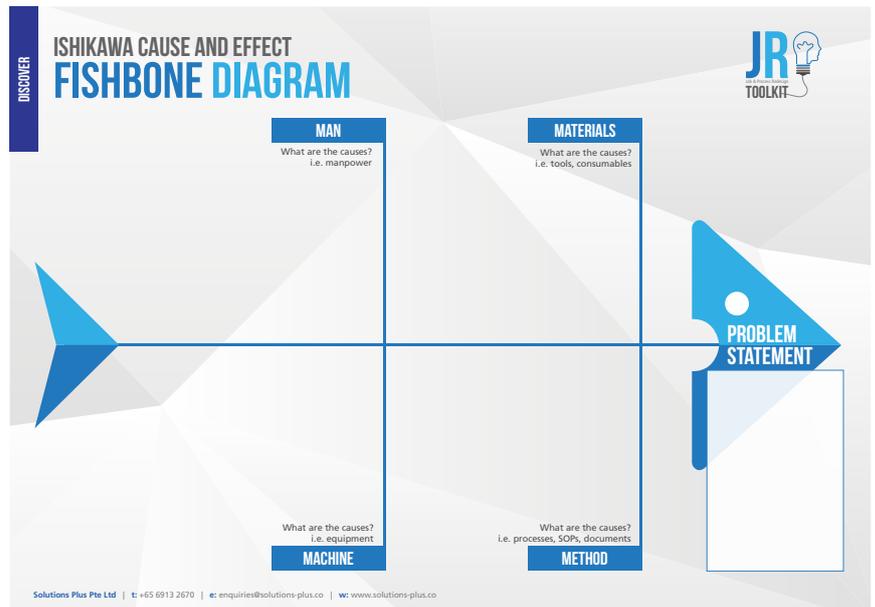
a. Problem definition

All redesign efforts should work towards solving at least one problem. A problem statement presents the challenge, constraint or problem to be solved - in a succinct, factual and objective manner.

Having a well-defined problem statement helps to:

- Focus the redesign efforts and thinking
- Remind project stakeholders of the desired end-state goal

In developing the problem statement, Root Cause Analysis should be conducted to accurately identify the underlying problem or challenge that prevents the organisation from achieving its goal. The **5 Whys Technique** and the **Ishikawa Cause and Effect Fishbone Diagram** (templates included in JR Toolkit) are two useful methodologies for conducting Root Cause Analysis.



b. Redesign outcomes

There may be multiple desired outcomes to a job redesign project:

Outcome	Focus
Time	How time can be better utilised on more value-adding activities
Cost	How costs can be minimised without compromising quality and safety
Quality	How the quality of a product or service can be improved
Sustainability	How a task or process can be effectively sustained for the long term (may encompass environmental, human, and/or infrastructural sustainability)

Ideally, only one primary outcome should be identified for each redesign project - all other outcomes are secondary outcomes. These have lower priority and may eventually become limitations to achievement of the primary outcome.

Given the shared aspiration of the Lighthouse Project, long term sustainability was the most common primary outcome chosen across all pilot projects.

c. Project charter

Develop a **Project Charter** (template included in JR Toolkit) consolidating key information about the project scope, objectives, and stakeholders. This document should be utilised as a reference throughout the project: to communicate with stakeholders and, later, to compare achieved impact against initial goals.

DISCOVER



PROJECT CHARTER

The current state was reviewed and analysed to understand the challenges faced by various stakeholders. The findings are summarised below and a project (defined by the Problem Statement) is proposed to address the identified issues and challenges.

CURRENT STATE	IDENTIFIED CHALLENGES & ISSUES	DESIRED FUTURE STATE
		


PROBLEM STATEMENT

Solutions Plus Pte Ltd | t: +65 6913 2670 | e: enquiries@solutions-plus.co | w: www.solutions-plus.co

The project charter should contain information on:



Current state ('As-Is')



- Description of current state, including key stakeholders, process flows and pain points



Problem Statement

- Project problem statement and outcome prioritisation, identified above



Identified challenges and issues

- Approach: Organisation's plan and strategy to conduct project
- Timeline
- Resources required; for example, financial or headcount
- Target trade staff profile, including:
 - Selection criteria; for example tenure, physical fitness, competencies, mindset, and language proficiencies
 - Selection methods; for example interviews or past performance reviews. Positive framing of project participation is key towards obtaining participant buy-in
- Target pilot site, with consideration of:
 - Level of control over trade services to be included in multiskilled redesign;
 - Other stakeholders, their relationship with the organisation, and level of alignment with project outcomes
- Data collection plan, including proposed Key Performance Indicators (KPIs), collection timing and methodology
- Constraints and limitations to realising project goals, and associated mitigating actions



Desired Future state ('To-Be')

- Description of idealised end-state
- Forecasted impact: Target KPIs

“

Pilot project participants were identified by taking into consideration their performance and attitude/openness towards potential changes to their job scope and working hours, as well as their physical capabilities/fitness to perform certain aspects of the redesigned job.



Zhou Yi Quan

Housekeeping Manager, Pontiac Land Group

”

“

It is crucial to select a participant with the right mindset for multiskilling projects. Half the battle is won when the participant has a positive attitude and aptitude for learning and problem solving.

As we aim to create multiskilled roles which involve carrying out M&E and customer service tasks, candidates also need to be comfortable to interact with customers. Accordingly, we have selected pilot participants with good communications skills, who are capable of working independently.



Darren Cher

*Senior General Manager, Great World Serviced Apartments,
Allgreen Properties*

”

d. Job and process analysis

Develop a clear understanding of current work processes, organisational structures, measurement and evaluation, and feedback systems in place. This validates the problem statement and achievability of redesign outcomes defined above.

Documents for review may include organisation charts, competency maps, career pathways, formal deliverables for example service level agreements, task lists, employee demographic data and industry/company benchmarks.

Ethnographic studies involve an analysis of the time and effort spent performing a set of tasks. This identifies areas of spare capacity such as unintended downtime, task duplication, or performance of low-value tasks. In documenting data collected from observations, a more granular listing of tasks and subtasks allows for sharper data collection, analysis and refinement opportunities.

Quantitative methods of recording observations, rather than qualitative ones, encourage consistency in data interpretation. Findings may be further bolstered through focus group discussions or interviews with employees.





CASE STUDY

ISS: Identifying value-add opportunities amid the COVID-19 pandemic



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It is key to consider the age and learning style of trade staff, as well as available tools & technology, during upskilling and multiskilling. It is important for employers to engage users and trade staff in order to design a fit-for-purpose transition plan to avoid the pitfalls of a ‘one size fits all’ approach.

”

Elsie Lai

Assistant General Manager, ISS Facility Services

KEY LEARNINGS



Early and inclusive communication with trade staff is key in helping to allay unnecessary distress and obtain buy-in.



Collection, contextualisation, and analysis of granular, property- and task-specific data is instrumental in the development of benchmarks for redesigned jobs, and for evaluating the impact of the job redesign upon pilot completion.

THE PROJECT

ISS, in partnership with CapitaLand, embarked on a job redesign project to multiskill a team of cleaners and supervisors in landscaping tasks. The project was jointly identified by ISS and CapitaLand to:

- Identify and leverage synergies between cleaning and landscaping trades for enhanced service delivery; and
- Multiskill trade staff for higher productivity, salary increments, augmented career pathways, and to attract younger locals to the industry

ISS and CapitaLand sought to adopt a data-driven approach to job redesign. Central to this would be the objective and granular collection of detailed data pre- and post- redesign to:

- Determine areas of opportunity for job and process redesign efforts
- Evaluate the success of the pilot

THE CHALLENGE

Two key challenges were identified by ISS:

- Firstly, ISS anticipated a possible negative reaction from trade staff to being closely monitored during time/motion observations
- Secondly, 2021 saw dynamic shifts in Safe Management Measures (SMM) in an effort to curb COVID-19 spread in Singapore’s community. Fluctuations in user volume on-site resulted in difficulties establishing benchmarks to assess efficiency and quality of service delivery

THE GOAL

Quantitative data collected during time/motion observations forms the basis of understanding ISS’s redesign opportunities and potential challenges. ISS aimed to ensure data collected was granular and robust enough to identify job redesign opportunities, yet flexible enough to account for differences in worker profiles and further fluctuations in user volumes and patterns.



CASE STUDY

ISS: Identifying value-add opportunities amid the COVID-19 pandemic

THE SOLUTIONS

ISS placed great importance on communicating a positive message on the purpose of time/motion observations to trade staff, using a mix of townhall sessions, Q&A sessions in small groups, and regular toolbox talks with managers to address queries. The organisation believes that obtaining employees' buy-in helps to ease the process, reduce distress on trade staff, and secure reliable data.

To analyse quantitative data collected, ISS first leveraged on internal touchstone benchmarks for the performance of key tasks. These touchstone benchmarks were moderated based on several factors, for example:



Demographic profile of cleaners



Tools available on-site



User volumes

This allowed ISS to derive benchmarks specific to the trade staff and property. In collaboration with an equipment vendor, these moderated benchmarks were then used in comparison against actual performance to identify:



Follow-up actions required (for example, training or counselling)



Equipment or process changes that may boost performance quality or efficiency

METRICS



3 pilot participants observed over 5 days



1.2h/day (15%) spare capacity identified in toilet and common-area cleaning



2 new types of cleaning tools and equipment identified for deployment

BENEFITS

Demographically differentiated, property specific benchmarks allowed ISS to establish robust yet flexible measurement standards which did not unnecessarily penalise pilot participants. ISS recognises that these benchmarks need to be re-moderated in response to fluctuating user volumes.

Granular time/motion observations allowed the organisation to identify key tasks, quality standards, and competencies needed to perform tasks in a job role, some of which were previously unrecognised or informally documented. This not only identified a significant amount of spare capacity, it also formed the basis of a more robust redesigned job in Phase 2: Design.



“

We were not nervous when we were monitored, because ISS patiently explained reasons behind the exercise and encouraged us to perform work at a normal pace.

During the observations, ISS provided us with reassurance and opportunities to clarify doubts and provide feedback.

”

Mohamad Yasin and Mohd. Walid
Pilot participants, ISS Facility Services

a. Capacity creation

Phase 2: *Design* seeks further opportunities for capacity creation, over and above capacity identified in Phase 1: *Discover*. Capacity identified and created is then used to perform value-added and/or multiskilled work in the redesigned job, allowing for increased productivity and potential salary increments.

Powered by technology

New advances in technology can be leveraged to improve communication and help make work less physically demanding and manpower reliant.

“



With the help of technology, I can now communicate easily with my supervisor over the phone, using an online translator application. This has been a great aid in boosting my confidence and helping me better execute my work.

Guo Lishuang

Pilot participant, Pontiac Land Group

”

Not only can trade staff be freed up to perform higher value-adding tasks, worker dignity and job attractiveness may also be enhanced by the removal of the most undesirable tasks. The reduction of physically demanding tasks may also make jobs more age-friendly, and increased use of technology may help attract a younger demographic.

Government grants, such as the Productivity Solutions Grant (PSG) are also available to alleviate the financial burden of investments. Organisations should also be mindful that the adoption of new technologies requires training and upskilling, as well as the deliberate creation and support of a culture that supports learning, automation, and digitalisation at all levels.

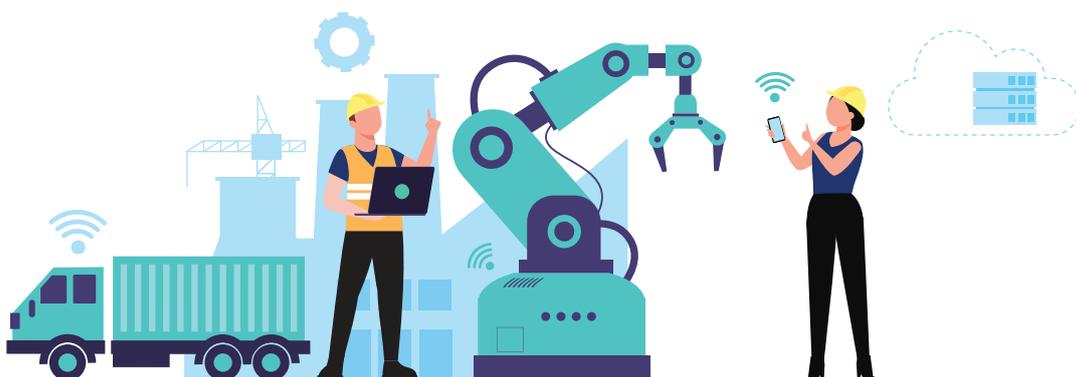
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To encourage the adoption of technology by service providers, we have gradually increased contract durations from 2+1 to 3+3 years at Galaxis. This allows service providers more time to recover capital outlays and invest in training and staff development.



CapitaLand spokesperson

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CASE STUDY

Certis CISCO: Enhancing productivity through technology



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The need to maximise the capacity and productivity of existing human resources in this sector has never been greater, and this calls for transformational changes that reshape how value is delivered.

Integrating systems, processes and people is key to building a unified, holistic value proposition that unlocks full potential for maximum cost efficiency.

”

Isabelle Lim

Vice President, Integrated Solutions Group, Certis CISCO

KEY LEARNINGS



Systems, processes, work culture, and organisational functions need to be integrated and harmonised for sustainable value-add.



Integrated systems, combined with a multiskilled workforce, allow for the collection and analysis of cross-functional data to achieve greater synergies, develop enhanced situational awareness and predictive capabilities, and finetune Outcome Based Contract performance metrics.

THE PROJECT

Certis CISCO embarked on a project to leverage technology in the job redesign and multiskilling of supervisors in the cleaning and security trades, with the dual aims of:



Augmenting career pathways and job attractiveness to young Singaporeans; and simultaneously



Enhancing service delivery on-site

THE CHALLENGE

Certis CISCO is cognisant that organisational functions, processes, and systems currently in place at the pilot property are delivered in silos, with a lack of consistent SOPs and knowledge in performing cross-functional decision-making. This may have also inadvertently resulted in potential for conflict and/or overlapping scopes of work.

THE GOAL

Certis CISCO desires to:



Reduce time spent performing manual tasks through harnessing commercially viable technological solutions



Enhance overall situational awareness across the property



Improve timing and accuracy of responsiveness to ad-hoc events



Enable cross-functional integration through multiskilling, enabling productivity increases and augmenting career pathways of trade staff



CASE STUDY

Certis CISCO: Enhancing productivity through technology

THE SOLUTIONS

Certis CISCO's redesign project comprises 4 key thrusts:



Digitalisation of front-end tasks, for example:

- People counters and ammonia sensors allow toilet cleanings to be actively scheduled based on situational requirements
- Cleaning robots conduct general cleaning of large common areas, allowing cleaners to focus on detailed touch-ups or harder-to-reach areas. Improved response times by robots also reduce potential wear-and-tear on property as stains are more likely to be removed before they set in and require stronger chemicals for removal



Deployment of integrated digital orchestration platform

- Platform aggregates and analyses operational information and real-time data drawn from a multi-sensory network of devices deployed across the property
- A centralised command and control centre (CCC) identifies appropriate responses and pushes tasks to handheld devices of trade staff specifically assigned to respond



Multiskilling of security and cleaning supervisors to develop integrated skillsets

- Facilitates augmented career pathway overseeing both security and cleaning operations
- Pilot participants also undergo training to equip them with customer engagement skills and basic technology and troubleshooting skills



Integrated data trending and analytics

- Start and completion of each task monitored in real-time
- Timestamps and photographs collected for each task, providing additional data used in staff performance assessments, training needs identification, machine learning for improved predictive analyses, and finetuning of performance-based metrics

METRICS



Through a combination of technological implementation and multiskilling, Certis CISCO hopes to achieve a **20% reduction** in headcount requirements at the pilot property.



Due to changing circumstances imposed by the COVID-19 pandemic, Certis CISCO has not yet completed Phase 3: *Implementation* of their Lighthouse Project.

BENEFITS

Certis CISCO is confident that the redesign project will not only create deployment efficiencies and enhance the quality of service provided to customers, but also provide augmented career pathways for trade staff. Over the next 18 months, Certis CISCO aims to roll out similar redesigned jobs to more than 50 other trade staff at other properties.

Continuous improvement

Job redesign need not always involve radical changes, high capital outlay and investments in new technology. Capacity can also be created through simple, incremental improvements that make processes more efficient. Each change may seem inconsequential on its own, but may achieve powerful results when aggregated.

Allowing employees at different levels of an organisation to spot and eliminate waste in business processes nurtures a more humanised workplace with higher levels of innovation, loyalty and worker satisfaction.

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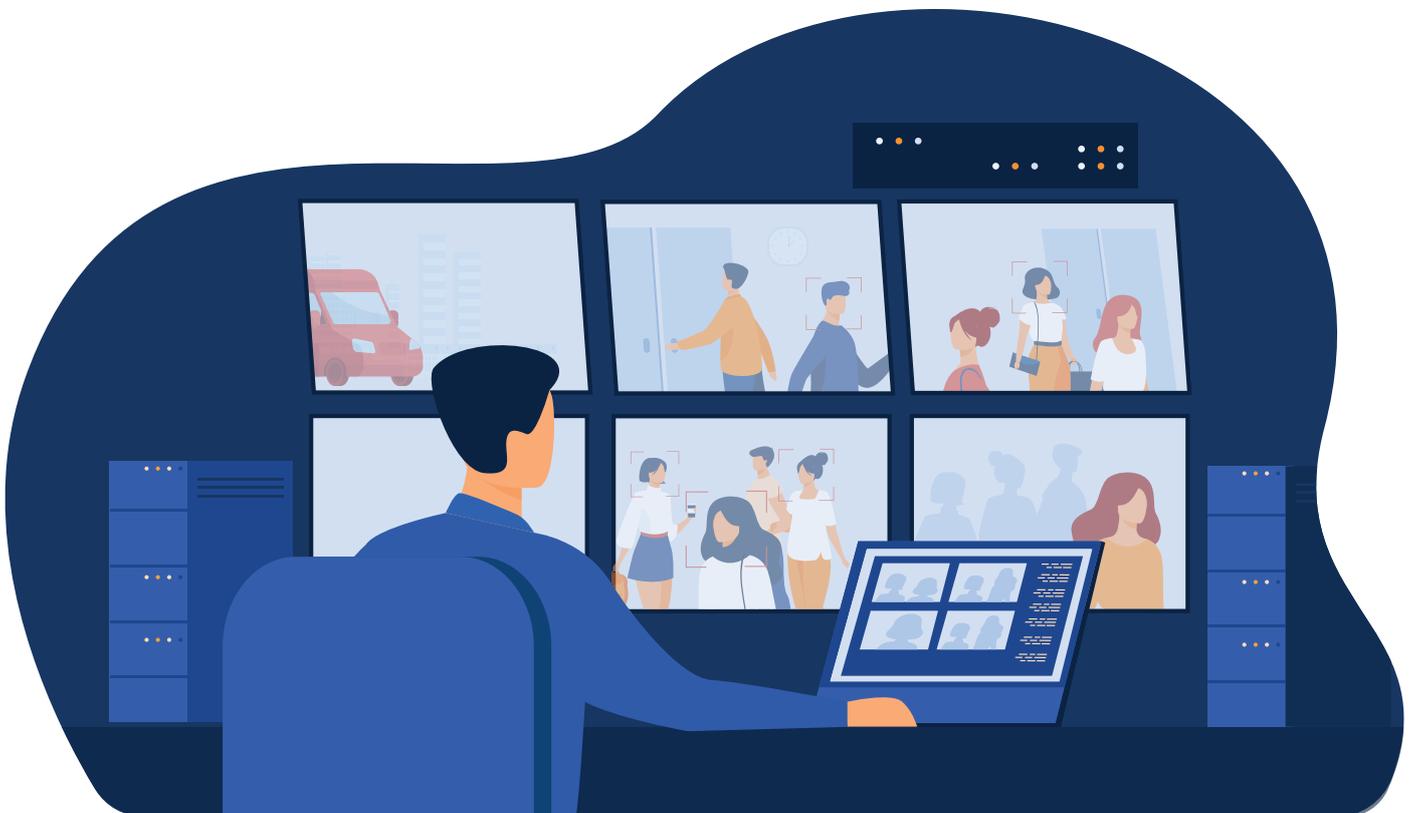


We have been trained and provided with proper guidelines to know the boundaries – but within those boundaries, Far East Organization encourages trade staff to explore new cleaning methods and techniques. If the new method works or boosts efficiency, it will be taught to other staff.

William Chen

Pilot participant, Far East Organization (operating as Agape Services)

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CASE STUDY

Pontiac Land Group: Employee engagement for a culture of continuous improvement

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We strongly believe in a culture of continuous improvement, and encourage trade staff at every level to develop a sense of self-ownership and empowerment to enhance their daily work. Managers and Supervisors facilitate such dialogue and the company provides incentives to acknowledge and reward staff for their ideas and suggestions through its ‘Great Staff Suggestion’ Scheme.

With the Lighthouse Project, the introduction of multiskilling as a concept has not only strengthened inter-departmental understanding and appreciation of each other’s work, but also provided additional opportunities for our trade staff to identify more areas of potential synergistic improvements.

”



Annie Ong

Chief HR Officer, Pontiac Land Group

KEY LEARNINGS



Empowerment at all levels is the cornerstone of employee engagement and identifying opportunities for continuous improvement.



To encourage a culture of continuous improvement, staff should be given the voice to provide feedback, invited to participate in the implementation of suggested improvements, and kept updated of progress. This not only boosts productivity, but also nurtures invested, innovative employees.

THE PROJECT

Pontiac Land Group embarked on a job redesign project to multiskill a team of in-house cleaners in the Housekeeping Department. Pilot participants were trained to perform basic M&E tasks such as clearing toilet chokes, tightening loose door hinges and replacing damaged silicone seals. The key objective of this project was to improve talent retention and job attractiveness through job and process redesign, job enlargement and enhanced career growth opportunities.

THE CHALLENGE

Pontiac Land Group has historically taken a proactive effort in encouraging continuous improvements, and understands that staff may shy away from providing ideas and suggestions for various reasons such as lack of time or confidence, confidentiality concerns, or follow-up considerations.

THE GOAL

Pontiac Land Group seeks to create a culture that promotes open dialogue at all levels, with senior leadership taking the lead to ‘walk the talk’. The company recognises the importance of being supportive and encouraging to all ideas – even if they may seem inconsequential – as each idea is a seed which can inspire the germination of other ideas.



CASE STUDY

Pontiac Land Group: Employee engagement for a culture of continuous improvement

THE SOLUTIONS

Staff are encouraged to submit ideas through their supervisors or through the company’s ‘Great Staff Suggestion’ scheme, which was put in place to encourage, recognise and reward staff for their suggestions. Process improvement was also formally included as an annual KPI for the department heads. In 2022, a new Continuous Improvement Department was up to provide dedicated focus to intensify process improvement efforts in operations.

Once an idea is received, team discussions are conducted prior to implementation to help:



Validate concerns and root causes



Improve on proposed suggestions



Inform, and alleviate concerns from, impacted parties

Staff are also kept informed of follow-up actions taken in respect of their suggestions, either through their supervisor (if directly relating to their work) or through HR (if in relation to other departments). Staff whose suggestions result in implementable changes with demonstrable positive impact are rewarded with points, which can be converted to cash.

METRICS



50% of improvement ideas suggested by staff performing tasks



Multiple ideas suggested and implemented by Lighthouse pilot participants, for example:

Improvement	Efficiency gains
Upgraded cleaning equipment	5 minutes per toilet touch-up, 2 hours and 45 minutes per full-time equivalent (FTE) per week
Modified soap dispensing apparatus and top-up process	Top-up frequency reduced by 75%
Enhanced process for distribution, transportation and storage of toilet paper	2 hours per week



11 percentage point increase in Housekeeping Department employee engagement score (2020: 75%, 2021: 86%)

BENEFITS

Apart from efficiency and productivity gains, encouraging a culture of continuous improvement has also resulted in higher satisfaction from customers due to speedier response times, and an increased understanding and appreciation amongst staff for work performed by their team-mates and colleagues in other departments.

In the coming months, Pontiac Land Group intends to roll out this multiskilled role to a second site – a retail mall.

“



Sometimes we are unsure of what the solution should be. Our supervisor is willing to take the time to listen to us and discuss improvements that can address our concerns. Without management support, I don't think we would have gained the confidence to make more suggestions.

Tay Leng Chen

Pilot participant, Pontiac Land Group

”

b. Multiskilling

Multiskilling is the development of aptitude or skills in more than one specialism. This augments the career pathways of EFM trade staff and aids in cross-sector understanding and collaboration.

Employers also benefit: having a multiskilled workforce not only allows organisations the flexibility to adapt to demand fluctuations or cover temporary absences, it also enables resources to be used more efficiently and productively by cutting down on scope duplications.

“



Now that we have directly learnt how to identify and clear drainage pipe chokes, the number of choke incidents have reduced by almost 50%. It turns out that we've actually helped our M&E team perform preventative maintenance. We've also shortened the response time needed for M&E rectifications by 75% - from an average of 4h to 1h.

Sometimes I also help customers perform simple M&E fixes. At times, other pleasantly surprised customers will also ask us what we are doing, and I enjoy explaining to them.

I get a lot of praise from my customers - some have told me that they wish I will never leave them. (Laughs) This makes me feel energised and accomplished!

Cheng Lihong

Pilot participant, Pontiac Land Group

”

“

Multiskilling between cleaning and landscaping services in our collaborative project with ISS at Galaxis has brought cost savings and improved service quality through fewer handoffs between multiple service providers. This results in fewer disagreements relating to delineation of work scope and improves response time.

The property management team at Galaxis can now focus on other customer-facing, value-adding tasks.



CapitaLand spokesperson

”



CASE STUDY

Allgreen Properties: Sustainable productivity gains through multiskilling



ALLGREEN PROPERTIES

“

The success of this multiskilling pilot project has set the stage for Allgreen Properties to explore similar job redesign for other positions. We are now better-positioned to justify higher wages for our essential workers, in correlation with a more value-added job scope and improved productivity, achieving a win-win outcome for both employer and employee.

”

Catherine Lim

Senior Manager, HR Business Partner, Allgreen Properties

KEY LEARNINGS



Well-planned, properly managed job redesign and multiskilling results in benefits to multiple stakeholders - including trade staff, employers and property users.



A larger job scope and increased productivity justifies salary increments and/or enhanced career pathways for trade staff – aiding with attraction and retention of high-performers.

THE CHALLENGE

Allgreen Properties identified the following areas of potential improvement within the same residential property:



Customer dissatisfaction stemming from protracted response time for M&E and other ad-hoc issues; and



Potential task duplication and inefficiencies, such as:

- Security and M&E teams were both conducting daily patrols
- Representatives from 3 departments (cleaning, M&E and customer services) were needed to perform each room check

The company is also cognisant of difficulties the EFM sector has in attracting and retaining trade staff.

THE GOAL

Job redesign and multiskilling of trade staff at the property to achieve the following goals:



Improved responsiveness to customer queries



Decreased task duplication and inefficiencies



Improved staff satisfaction through a more meaningful and diversified job scope

In the medium term, Allgreen Properties also hopes these multiskilled roles will expand career pathways of trade staff and attract a younger and better-educated demographic.



CASE STUDY

Allgreen Properties: Sustainable productivity gains through multiskilling

THE PROJECT & THE SOLUTION

Allgreen Properties embarked on 2 concurrent job redesign projects at the property:

Multiskilled roles	Anticipated benefits
3rd party security officers from Primo Guards multiskilled to perform basic M&E and customer services tasks	<ul style="list-style-type: none"> • Extended operation hours of customer service desk from 15 hours to 24 hours a day • Shortened response time for fixing basic M&E issues, especially outside working hours of the M&E team • Shortened patrol time for M&E team as partially covered by security officers, allowing more time for preventive maintenance
In-house housekeeping supervisors multiskilled to perform basic M&E and customer services tasks during room checks	<ul style="list-style-type: none"> • Fewer manpower resources required for room checks • Enhanced resource utilisation: M&E and customer services staff freed up for greater value-adding activities

Pilot participants were each given an additional allowance to encourage participation.

METRICS



>300% increase in frequency of preventive maintenance performed by M&E team, as security officers' patrol routes were enhanced to incorporate M&E checks



18% reduction in M&E faults reported



60% increase in customer service desk operating hours (15 hours to 24 hours/day)



1.1 point increase in staff satisfaction scores (from 7.4 to 8.5, on a scale from 0 'Highly dissatisfied' to 10 'Highly satisfied')

BENEFITS

Customers enjoy a customer service desk that is open round-the-clock, speedier response times, and encounter fewer M&E faults. Apart from increased staff satisfaction and enlarged career pathways, trade staff also benefit from a heightened understanding of how various job functions intersect.

Given the considerable value-add, Allgreen Properties expects the new multiskilled roles to command a considerable salary increment, commensurate with the increased job scope.

“



As a security officer, learning M&E skills enables me to support residents after M&E working hours. Instead of defaulting to telling the residents they have to wait until the next day, I am now able to assess the situation and potentially resolve it. I am also able to provide an explanation if it's beyond my ability.

The residents are happier and I feel a sense of pride and professionalism in my work.

Azam Bin Mohd. Azmie

Pilot participant, Primo Guards and Allgreen Properties

”

“



As a senior housekeeping supervisor, being able to perform M&E room checks is so much more efficient and productive than having a different team check the same room.

I see learning new skillsets as an investment in myself. Even with proper training, mistakes are inevitable – what's most important is to learn from them.

Edwin Wong

Pilot participant, Allgreen Properties

”

c. Outcome-based Contracts (OBCs)

Outcome-based contracts (OBCs) specify contractual requirements in terms of measurable performance metrics. OBCs may consist of value-based outcomes, operational parameters and quality standards. The service provider is given flexibility to innovate and devise the most effective and efficient way to deliver this value. This is in contrast to traditional output- or effort-based contracts in the EFM sector, which specify fixed amounts of resources for example manpower / frequency to be supplied by the vendor.

To be effective, selected performance metrics need to be clear, measurable, and linked to contract outcomes. The methodology of performance data collection during each Phase should be mutually agreed, and quality evaluation criteria clearly defined so as to ensure consistent, unbiased, and definitive results. Joint inspections, as well as open and iterative dialogue, can help service providers and buyers co-develop sustainable expectations.

“

Alignment of stakeholders' expectations regarding service requirements is a critical first step, as the job redesign and transition to OBCs will surface existing grey areas or misalignments in scope and performance expectations.

Collaborative efforts to align on key definitions and evaluate performance standards are essential to alleviate performance concerns of both service buyers and providers.



Jodie Choo

*Executive Director, Group Head of HR, IT and Administration,
Far East Organization*

”

A model OBC integrating cleaning and basic handyman services has been jointly developed by the Lighthouse Project participating organisations to aid the wider EFM sector in adopting outcome-based contracting practices. The model OBC takes into account learnings from the Lighthouse Project and is available as downloadable resource from the [SBF Sustainable Employment website](#).





CASE STUDY

CapitaLand: Developing sustainable performance metrics in OBCs



“

The process of negotiation and confirmation of right scope, price and output to achieve a mutually beneficial solution may require multiple iterations. Both service buyers and providers should be prepared to undertake iterative and open discussions to refine and sharpen performance metrics, performance evaluations and feedback loops.

”

CapitaLand spokesperson

KEY LEARNINGS



A willingness for continued collaboration, open and iterative discussions, and investments to build trust between parties is essential in negotiating mutually-beneficial, sustainable OBCs.



Clearly-defined and mutually-agreed contract specifications help service buyers and service providers align on monthly deliverables and performance output to reduce the risk of disputes.

THE PROJECT

CapitaLand, together with ISS, embarked on a job redesign project to multiskill a set of cleaners and supervisors in landscaping tasks at Galaxis, a business park property in one-north.

The project was jointly identified by ISS and CapitaLand, to:



Identify and leverage synergies between cleaning and landscaping trades for enhanced service delivery



Multiskill trade staff for higher productivity, salary increments, augmented career pathways, and to attract younger locals to the industry

THE CHALLENGE

Prior to Phase 3: *Implement*, the two companies affirmed their mutual desire for continued partnership by formally including landscaping services in their existing outcome-based cleaning contract.

CapitaLand recognises that fair and mutually agreed performance metrics are essential in a sustainable OBC, and that service buyers need to give due consideration to realities on the ground in terms of reasonable response time and sustainable quality metrics during contract negotiations.

THE GOAL

To enhance trust, provide transparency and improve accountability, CapitaLand aims to ensure performance metrics and other contract provisions are:



Outcome-based (as opposed to effort-based)



Fair and reasonable in terms of service provider capability, contract value and end-user expectations



Clear and objective, to reduce possibility of disputes



Easily and effectively monitored



CASE STUDY

CapitaLand: Developing sustainable performance metrics in OBCs

THE SOLUTION

The process of re-contracting involved the identification, development and alignment of site-specific:



Performance standards and operational parameters



Procurement policies and payment schedules



Quality standards and evaluation criteria



Incentives to reward good performance



Evaluation methodologies and dispute resolution processes

During negotiations, CapitaLand worked closely with ISS to conduct and analyse detailed site reviews of the property. This collaboration allowed for iterative finetuning of contract provisions to ensure they were mutually beneficial, site-specific and aligned with the service provider’s capabilities and strengths.

A willingness to explore process redesign like the utilisation of tablets and development of standard checklists to perform routine inspections also aided in containing costs, improving response time, and achieving greater consistency, accuracy and transparency. For example, inspection data is captured in a shared application and mutually-agreed at the end of each inspection.

CapitaLand and ISS continued to collaborate closely, even after contract signing and during implementation, to refine and sharpen performance metrics, performance evaluations, and feedback loops in response to feedback from ISS and other stakeholders.

METRICS



Around eight months spent in re-contracting process – To allow for iterative discussions and exploration of multiple trade combinations



Two departments and five employees involved in negotiations

BENEFITS

CapitaLand recognises that OBCs offer more flexibility to service providers, but this has to be balanced with increased accountability.

From a service buyer standpoint, CapitaLand sees advantages in outcome-based contracting, in particular:



Reduced time and effort spent monitoring service providers compared to traditional, prescriptive contracts



A value-based system that rewards output value instead of input effort, thereby more closely correlating contract costs to service quality

CapitaLand also recognises the need to give due consideration to cost effectiveness, value-adding potential and the ability to effectively monitor performance metrics on-site, prior to immediately applying OBC to every contract.

In the medium term, CapitaLand is open to continue expanding the number of OBCs signed for cleaning, landscaping and security services. The company also intends to explore other services which can be included in OBCs, especially when coupled with technological innovations.

a. Implementation plan

The Implementation Plan serves as a roadmap and a guide to identify critical issues and risks prior to, and during implementation, and should include information on:

- Selected pilot participants
- Selected pilot site
- Equipment list
- Change management (detailed under sub-section ‘Communications plan’)
- Training plan (detailed under sub-section ‘Reskill’)
- Pilot execution plan (detailed under sub-section ‘Monitor and refine’)

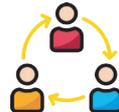
The Implementation Plan should be developed with reference to overarching project objectives detailed in the Project Charter, as well as role-specific details fleshed out in Phase 2: *Design*.

The equipment list indicates the types and quantity of equipment and consumables required to facilitate training and pilot execution. In developing this list, consider:

- Inputs from any trainer(s) on equipment suitability
- Quantity and ease of access of each item required in relation to the implementation approach, for example:



Multiple sets of equipment to allow simultaneous assessment if a hands-on approach is adopted for training



Equipment that can be shared amongst participants during pilot execution

Due consideration should be given to potential key challenges as well as the development of suitable mitigating actions. Such challenges could include, for example:

In selecting pilot participants	In selecting pilot site
Suitability of selected participants to perform redesigned job(s) - a mismatch in staff profile and lack of job fit could lead to additional training requirements or potentially skew data collected	Risk of service disruption on daily operations
Alignment with Lighthouse Project goals and objectives	Contractual arrangements with existing vendors and participants
Replacement arrangements if participants selected for training / pilot execution are from the property's existing pool of staff	Overlaps in scope of work if there are other vendors performing similar functions at the property
Additional staff to be trained on top of the core team required for implementation to ensure a pool of trained replacement staff can be tapped on during unforeseen shortfalls	Availability of technology / equipment onsite

b. Communications plan

To be sustainable, multiskilling and the development of integrated OBCs require strong collaboration between service providers and buyers, and careful and proactive management of a wide range of critical issues and risks.

Use the **Change Sizing Assessment Form** and **Organisation Assessment** (templates included in JR Toolkit) to assess the size of change and organisation's level of change readiness.



IMPLEMENT

ORGANISATION ASSESSMENT

This gives a view of the organisation and groups that are being impacted and any specific attributes that may contribute to challenges when changing.

INSTRUCTIONS

- Mark your location on the following spectrum. If you fall on the **right** of the spectrum, your project will require **more** change management resources and activities than if you fall on the left of the spectrum.
- At the end of the assessment, **please tally your total score and enter the score at the next page.**

1. PERCEIVED NEED FOR CHANGE AMONG EMPLOYEES AND MANAGERS:

Compelling business need for change is visible – employees are dissatisfied with the current state			Employees do not view change as necessary – employees are satisfied with current state		
1	2	3	4	5	

2. IMPACT OF PAST CHANGES ON EMPLOYEES:

Employees perceive past changes as positive			Employees perceive past changes as negative		
1	2	3	4	5	

3. CHANGE CAPACITY:

Very few changes underway			Everything is changing		
1	2	3	4	5	

4. PAST CHANGES:

Changes were successful and well-managed			Many failed projects and changes were poorly managed		
1	2	3	4	5	

5. SHARED VISION AND DIRECTION FOR THE ORGANISATION:

Widely shared and unified vision			Many different directions and shifting priorities		
1	2	3	4	5	

6. RESOURCES AND FUNDING AVAILABILITY:

Adequate resources and funding are available			Resources and funds are limited		
1	2	3	4	5	

Organisation Assessment | 1

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IMPLEMENT

CHANGE SIZING ASSESSMENT

This assessment provides insight into the change we are trying to implement, its size and impact. Use this assessment to determine how much change management resources and activities you will need for your initiative.

INSTRUCTIONS

- Mark your location on the following spectrum. If you fall on the **right** of the spectrum, your project will require **more** change management resources and activities than if you fall on the left of the spectrum. This assessment result will be used to customise your change management strategy and activities.
- At the end of the assessment, **please tally your total score and enter the score at the next page.**

1. SCOPE OF CHANGE:

Workgroup	Department	Division	Organisation
1	2	3	4

2. NUMBER OF IMPACTED EMPLOYEES:

Less than 10				More than 1000
1	2	3	4	5

3. VARIATIONS IN GROUPS THAT ARE IMPACTED:

All groups impacted the same			Groups experience the change differently		
1	2	3	4	5	

4. TYPE OF CHANGE:

Single aspect, simple change			Many aspects, complex change		
1	2	3	4	5	

5. DEGREE OF PROCESS CHANGE:

No change				100% change
1	2	3	4	5

6. DEGREE OF TECHNOLOGY AND SYSTEM CHANGE:

No change				100% change
1	2	3	4	5

Change Sizing Assessment | 1

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Key stakeholder groups should also be identified and managed appropriately. Various **Change Management Strategies** (information included in JR Toolkit) may be adopted, depending on the speed of change required and depth of involvement in the change, among other factors.

CHANGE MANAGEMENT STRATEGIES AT A GLANCE

IMPLEMENT

The following five change strategies are not mutually exclusive and a range of strategies can be employed to effect change. Part of the skill of effective change management is to recognise what strategy/ies to employ, when, where and how to use them.



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“

The message to staff was a positive one that paints a ‘win-win’ scenario – that the company seeks to partner staff in this journey of growth where we look for opportunities to multiskill staff for greater productivity and process improvement, which can lead to better staff performance, job fulfilment and promotion opportunities.

Another key message emphasized was to adopt an open culture of constant, two-way feedback so that staff can easily provide feedback on a real-time basis to the process for finetuning and experimentation.

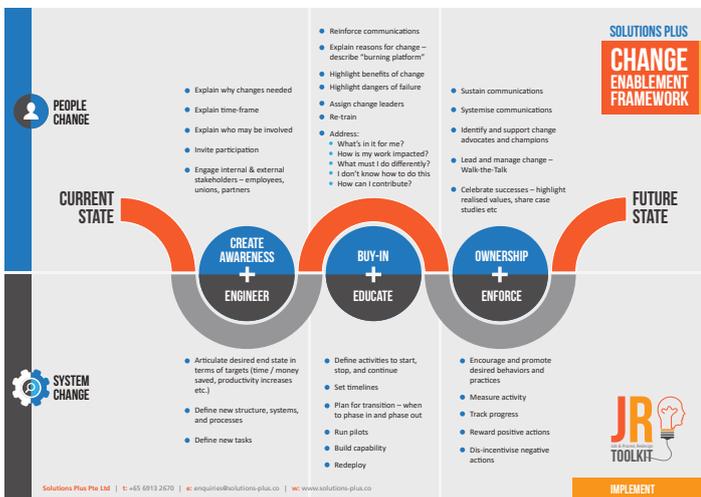


Doreen Yeo
VP Property Management,
Pontiac Land Group

”

Based on the **Change Enablement Framework** and **Change Management Models** (information included in JR Toolkit), develop a **Change Communication Plan** (template included in JR Toolkit) that includes, for each key stakeholder group:

- Communication objectives
- Key messages
- Delivery channels
- Communication timing & frequency
- Messenger



CHANGE COMMUNICATION PLAN

S/N	Target Audience (Who do I want to communicate to? What are their characteristics?)	Communication Objectives (What do I hope to achieve out of this communication plan?)	Key Message (What are the key messages that I want to bring across?)	Delivery Channel (How will the message be delivered?)	Timing/Frequency (How frequent should the message be delivered?)	Messenger (Who should deliver the message?)

Messages should be tailored to each of your target audience.

“

As a service buyer with an in-house delivery model, we recognise the importance of obtaining buy-in from internal stakeholders and ensuring alignment with the objectives of the redesign.

As a service buyer, we must inform the tenants and external stakeholders of the pilot property regarding the change and its impact on them. Feedback channels should be established to capture responses and assure stakeholders of sustained service delivery throughout the project.

Similarly, pilot participants should clearly understand the redesign, the changes they can expect in their job support, and support the change. It is also imperative to set up a review or feedback programme to gauge responses to new work scope and arrangements to obtain valuable insights for improvement.



Jodie Choo
Executive Director, Group Head of HR, IT and Administration,
Far East Organization

”

Throughout the project, the methodology and timing of performance data collection should be communicated to stakeholders and mutually-agreed. Quality evaluation criteria should be clearly defined so as to ensure consistent, unbiased, and definitive results. Timely discussion of observations and findings ensure issues are quickly diagnosed and allow for iterative improvements.



CASE STUDY

CBM: Early and inclusive communication with stakeholders



“

Several pilot participants originally had negative reactions during the initial stage of discussions, and a ‘bound to fail’ mindset. Encouragement from the management reassured and encouraged them to ‘try it out’ and this helped with adjusting their mindset during the pilot.

”

Lee Liang Huat

Chief Operating Officer, CBM

KEY LEARNINGS



Identifying key stakeholders and developing a robust communication plan is essential to identify communication gaps and deliver consistent messaging.



Early and inclusive communication helps to obtain buy-in and identify concerns from stakeholders so that mitigating actions can be developed on a timely basis.



Transparency and a willingness to collaborate are essential for building trust with stakeholders.

THE PROJECT

CBM undertook 3 concurrent projects at separate commercial properties. A team of housekeepers in the first project and a team of toilet cleaners in the second project underwent training to be equipped with basic technological literacy and plumbing skills. Security officers participating in the third project were trained in basic handyman skills such as lightbulb replacement, basic plumbing, and minor repairs.

The aim of these projects was to:



Augment career pathways and job attractiveness of the roles through providing greater variety and exposure to technology



Improve service delivery through enhanced cross-deployment opportunities

THE CHALLENGE

CBM was aware that multiskilling remains a novel concept to many stakeholders, who may witness, or be affected by, operational changes during data collection, training and pilot implementation. CBM was cognisant of potential concerns and keen to obtain stakeholder buy-in from early stages of the project.





CASE STUDY

CBM: Early and inclusive communication with stakeholders

THE GOAL

CBM identified its key stakeholder groups and set out the following communication objectives for each:

Stakeholder group	Communication objectives
Service buyers (including property executives and other representatives onsite)	<ul style="list-style-type: none"> • Mutually agree on work scope and exclusions of redesigned role • Communicate purpose of pilots • Put forth potential risks and related mitigation measures • Manage service delivery expectations during training and early stages of pilot implementation • Highlight availability and encourage continued use of existing feedback channels • Provide assurance of continued service delivery throughout pilot
Supervisors and pilot participants	<ul style="list-style-type: none"> • Inform of, and solicit feedback on: <ul style="list-style-type: none"> - Work scope and exclusions of redesigned roles - Key project activities, deliverables and expectations for each • Encourage and provide assurance of non-penalisation • Highlight availability of feedback channels • Seek and confirm consensus for project participation

THE SOLUTION

With these communication objectives in mind, CBM determined that engagement sessions would offer the best opportunities for open and transparent feedback. Separate project-specific engagement sessions were organised for each stakeholder group, to be conducted face-to-face barring extenuating circumstances brought about by the ongoing COVID-19 pandemic. These sessions were conducted regularly over the course of the project to foster stronger collaborations and mitigate teething issues.

Satisfied and assured by the early and inclusive communication, service buyers were optimistic of project initiatives and open towards multiskilling pilot participants outside their existing trades.

CBM urged pilot participants initially wary of deviating from their usual scope to adopt a ‘try it out’ mindset – participants were assured that they:



Would not be penalised for making mistakes during the project



Have every opportunity to revert to their old roles if they prefer

Pilot participants were each offered an incentive of \$200 per month in recognition of their expanded responsibilities.

Feedback from engagement sessions were utilised in constantly finetuning project plans. For example, CBM initially intended for electrical training to be included as part of the multiskilled roles. Following feedback from pilot participants, the roles were modified to include the following skillsets instead:



Basic plumbing skills for housekeepers and toilet cleaners



Technical inspection roles for security officers



CASE STUDY

CBM: Early and inclusive communication with stakeholders

METRICS

Communications with stakeholder groups included:

Timing	Stakeholder groups		
	Service buyers	Pilot participants	Supervisors
Before pilots	• Two engagement sessions	• Three engagement sessions	
During pilots	• Ad-hoc catch-up sessions	• Mid-of-pilot survey • Confidence survey	• Two mid-of-pilot progress update catch-up sessions
After pilots	• Pilot completion letter • Service buyer survey	• Jobholder satisfaction survey	• Pilot completion and feedback-gathering session

BENEFITS

Early, open, inclusive and ongoing communication enabled CBM to:

- Obtain buy-in from its service buyers
- Reassure and encourage its pilot participants
- Identify areas of concern on a timely basis in order to develop mitigating actions

Building upon successes in the Lighthouse Project, CBM intends to perform further rollout of redesigned roles post-Lighthouse, targeting approximately 100 more trade staff by the year 2024.



“

At no point did I feel like I was obligated to participate. Throughout the project, CBM was patient and maintained an open line of communication with us, providing us with clear instructions at every stage and listening to our feedback. I enjoyed myself during this project.

”

Jumari Bin Basari

Pilot participant, CBM



“

My operation manager was keen to recommend me for this project due to good performance. He sought my consent to submit my name, which I feel showcases his faith in me and his respect for my views.

CBM has been very supportive – whenever I encounter difficulties, my operation manager is always available to offer help or assistance. I feel proud to be recognised as a multiskilled employee.

”

Rosli Bin Bujang

Pilot participant, CBM

c. Reskill

Training equips pilot participants with the skills, knowledge and confidence to perform their redesigned job roles.

Develop a **Training Plan** (template included in JR Toolkit) with consideration of:

- Competency requirements for each training topic, including both knowledge (theoretical know-how) and skills (practical abilities, including soft skills) required to support holistic development;
- Training approach and timeline, including delivery strategies and assessment methods; and
- Key measures of success, KPIs evaluating the success of training and pilot participants' readiness for pilot execution

IMPLEMENT TRAINING PLAN 						
S/N	Job	Competency Requirements		Training Requirements		Suggested Training Activities
		Knowledge	Skills	Knowledge	Skills	

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The training approach may consist of a mix of training types, for example:

- Experiential trainings, for example on-the-job training (OJT) or job shadowing of incumbents;
- Modular 'task-by-task' practical trainings; and
- Classroom-based scenario trainings, for example to ensure pilot participants are able to:
 - Respond appropriately to potential scenarios they may encounter in their new course of work; and
 - Escalate issues appropriately

This could be conducted by a mix of in-house and external trainers.

Training programmes offered by external providers should be evaluated to ensure they are relevant and appropriate to:



The pilot property



Pilot participant profile and prior knowledge



Competency gaps between as-is and to-be job roles

To support trade staff's learning and continued familiarity with new tasks, consider:



Preparing booklets for reference post-training



Labelling machines, equipment, or key buttons to reduce cognitive load



Assessing the need for refresher courses

“

Trust between the trade staff, supervisors, and management is absolutely essential in a multiskilling project. Management needs to provide strong assurance that regardless of the outcome, pilot participants do not need to worry that the results will impact their existing job or work performance ratings.

Management, supervisors and trainers all need to be patient and supportive when trade staff are learning new skills, and accept that the formation of new roles and new ways of working takes time to finetune.



ALLGREEN PROPERTIES

Jenny Lee

*Resident Manager, Great World Serviced Apartments,
Allgreen Properties*

”

“



We attended classroom training to gain new knowledge. We also learnt a lot on the job through job shadowing and guidance by ISS landscaping experts.

We always do things together as one team, and this allows us to guide, help and encourage each other.

Mohamad Yasin and Mohd. Walid

Pilot participants, ISS Facility Services

”

d. Monitor and refine

The pilot execution represents a prolonged trial to evaluate the feasibility and sustainability of the redesigned job role over an extended period of time.

The novel nature of OBC's value-based contracting and multiskilling represents a departure from traditional sourcing norms familiar to stakeholders. Underlying assumptions or benchmarks utilised in job redesign and OBCs may be subject to change, most notably as usage volumes fluctuate in the post-COVID-19 new normal, but also possibly due to changes in tenant mix or nearby developments. Performance-based metrics and quality benchmarks may also require revisions to ensure they remain sustainable and equitable.

Continued study and evaluation is critical, especially in this nascent phase, to ensure the relevance of redesigned jobs and satisfaction of stakeholders. Contractual parties should also keep an open mind and be willing to tweak initial redesigned jobs and contracts where necessary.

In the medium term, possibilities for further rollout can also be investigated to replicate efficiency and productivity gains across multiple properties.

“

Typically, exceptions to existing terms and norm practices can be granted to experiment with a proof of concept in a pilot. However, scaling beyond the pilot will require a holistic relook - from how budgeting for procurement of essential services is performed, to how tenders for essential services are called and evaluated.

For example, budgeting for an OBC based on an x% increase from historical spend may not be pertinent if the historical spend was based on a headcount-based contract model.



Jodie Choo

*Executive Director, Group Head of HR, IT and Administration,
Far East Organization*

”



CASE STUDY

Far East Organization: Importance of continued evaluation and improvement



“

Continuous observations allow for month-on-month tracking, trending and review of performance. We recognise that the learning curve for pilot participants is steep in their expanded roles, especially amid fluctuations in footfall brought about by the pandemic. Nevertheless, close observations allow us to take immediate rectification actions to address performance / quality issues or expectation gaps, and execute remedial actions when necessary.

This responsiveness drives improved positive outcomes for both service buyers and providers. ”

Jodie Choo

*Executive Director, Group Head of HR, IT and Administration,
Far East Organization*

KEY LEARNINGS



Ongoing evaluation and refinements are key to ensuring the productivity and efficiency gains sought in Phase 1: *Discover* and Phase 2: *Design* are successfully delivered and maintained during Phase 3: *Implementation*.



Predefined, specific benchmark standards for time and quality documented in structured evaluation forms facilitate alignment and consistency between stakeholders.



Quantitative scoring matrices allow for ease in comparative analyses and trending.

THE PROJECT

Far East Organization embarked on 2 job redesign projects to multiskill cleaning staff employed by Agape Services, a social enterprise of the Organization, in:



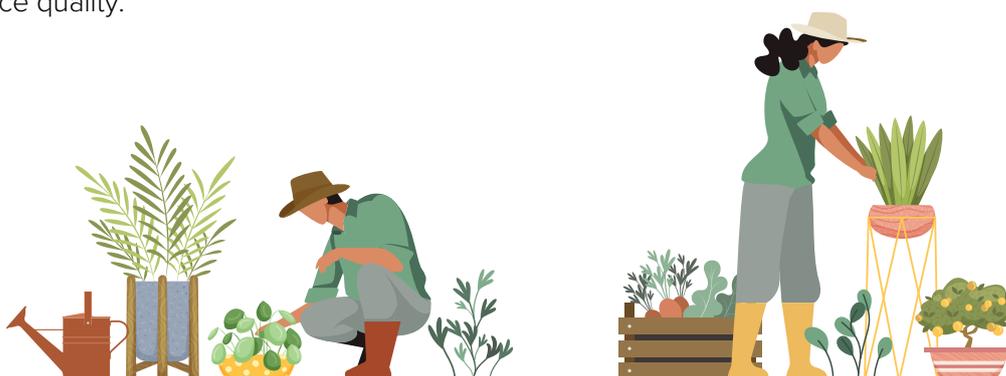
Landscaping and M&E, at a residential property



Landscaping and customer service, at a mixed-use property

The focus of the redesign effort was to develop more engaging and holistic job roles for trade staff, with an expanded job size and enhanced career pathways.

Concurrently, effort was also made to transition from an effort-based service offering (with emphasis on headcount and frequency metrics) to exploring outcome- and value-based metrics focusing on performance quality.





CASE STUDY

Far East Organization: Importance of continued evaluation and improvement

THE CHALLENGE

During the pilot execution, the Organization anticipated the following potential challenges:



Abrupt changes in occupant load in tandem with shifts in Safe Management Measures (SMM), resulting in large fluctuations in service requirements



Managing service buyers' (internal stakeholders responsible for service procurement) expectations with regards to:

- Quality of novel tasks performed by newly-multiskilled pilot participants
- Transitioning from effort-based to value-based performance evaluations



Managing concerns of pilot participants

THE GOAL

Far East Organization recognises that ongoing evaluation and recalibration is needed, especially in nascent stages of pilot execution, to ensure:



Swift responses to changing circumstances



Feedback from service buyers are investigated and followed up on



Areas for potential job refinement are identified



Maintenance of pilot participants' satisfaction with the redesigned job

THE SOLUTION

To effectively support stakeholders and ensure long-term sustainability of the redesigned role, Far East Organization elected to monitor each pilot property for 12 months from the start of pilot execution.

In-depth observations were conducted in the first month, where the performance of each task was recorded on an observation sheet and compared against benchmarked standards:



Allocated time versus actual start and end time to derive time variances for further investigation



Performance quality, assessed per predefined quality metrics

Pilot participants were also encouraged to share issues, challenges or feedback during the observations.

Quality Reviews were conducted across the full 12 months (fortnightly in the first month and monthly thereafter). These were jointly conducted with representatives from both service buyer and service provider to facilitate alignment.



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THE SOLUTION

The service buyer scored each area of the property using a Vendor Evaluation Form, which incorporated quality metrics developed to encourage consistency in the interpretation and evaluation of service performance:



Each quality metric is specific to 1 area of evaluation within a property (for example, windows)



Each area of evaluation is accorded a score between 0 and 2



Numerical scores are added up to form a total quantitative score for the Quality Review and expressed as a percentage of the maximum achievable score



Photographic evidence is required in the reporting of unsatisfactory results.

Concerns regarding service coverage and adherence to, or interpretations of, outcome-based metrics were also addressed.

Pilot participants were invited to one-on-one interviews to encourage open sharing. After the first month, they were also requested to respond to a survey measuring their confidence and satisfaction levels.

Findings from the observations, Quality Reviews, interviews and surveys were consolidated and analysed to identify trends, for example:



Comparison of performance between participants for benchmarking and job suitability assessments



Tasks that consistently result in time variances or low-quality scores



Tracking of improvements or deteriorations in task performance over time

Remedial actions proposed were discussed with relevant stakeholders, implemented on a timely basis, and monitored.





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METRICS

In the first month of pilot execution:



187h observing pilot participants



4 Quality Reviews, each lasting about 3 hours



80% average score measuring pilot participant confidence and satisfaction

Overall:



>90% Quality Review scores consistently achieved for both residential and mixed-use pilot sites since May 2021



1-5% estimated increase in wages for multiskilled staff



24% and 14% decreases in FTE requirements at residential and mixed-use pilot sites respectively, underscoring significant productivity gains

BENEFITS

Ongoing evaluation and refinements were vital in ensuring the productivity and efficiency gains sought in Phase 1: *Discover* and Phase 2: *Design* were successfully delivered and maintained during Phase 3: *Implementation*.

Building on the success of the Lighthouse Project pilots, Far East Organization plans to roll out the multiskilled role (formally termed the Property Steward) to other properties in its portfolio. By December 2021, the Organization had succeeded in progressively training 21 Property Stewards, some of whom are also cross-deployable across sites.

Target rollout plans from 2022 - 2024 comprise:

Property type	Additional pilot sites	Newly-trained Property Stewards
Residential	4-9	20
Mixed-use	2	58

Far East Organization expects even greater efficiencies to be gained with scaling across multiple properties.

The company is also committed to going beyond its involvement in the Lighthouse Project and exploring multiskilling trade staff into additional areas such as security and facilities management.



“

When we first started, there were some areas of miscommunication regarding what we were expected to do. But there were a few rounds of improvements to add details to our task lists and clarify our scope, and it has improved. Our supervisor is also always ready to help mediate discussions with the service buyers.

Knowing we have support makes me more confident in this multiskilled role.

”

Yeni Zulaika

Pilot participant, Far East Organization (operating as Agape Services)

4 Acknowledgements

The success of the Lighthouse Project would not have been possible without the hard work and collaboration of our partners:

Lighthouse Project Participating TACs and Organisations



Partners



Supported by



For clarifications, please contact



Yvette Chee,
Director, Policy & Planning
yvette.chee@sbf.org.sg

Shirleen Yong,
Lead Manager, Policy & Planning
shirleen.yong@sbf.org.sg

