



Recipe for Effective JOB REDESIGN for the Food Services Sector



An initiative of







JOB REDESIGN GUIDE

This guide aims to help Food Services companies incorporate the job redesign through simple steps when undergoing business transformation.

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ABOUT JOB REDESIGN

“What is Job Redesign?”

Job Redesign is a process of reconfiguring, enriching, enlarging and removing components within a job or role to improve productivity and overall performance of a business.

”

Benefits for Your Business



Improves productivity



Improves employee retention rate



Become manpower-lean



Attracts talent



Builds an efficient workforce

Benefits for Your Employees



Better job fit



Better job satisfaction



Better quality jobs



Skills development opportunities



Opportunities for career growth and progression

HOW TO BEGIN

Job Redesign in 5 Simple Steps



1. DISCOVER

Find the functions that require the most manpower

FRONT-OF-HOUSE

BACK-OF-HOUSE



2. DIAGNOSE

Pinpoint the area that needs improvement

PROCESS:
Manual order taking

PROCESS:
Manual cutting of vegetables





5. DELIVER

Measure the outcomes and refine the solution

RESULTS:

- **Job Enlargement**  Service crew now take on value-added tasks such as up-selling
- **Job Simplification**  Taking of food orders have been streamlined

RESULTS

- **Flexible Work Hours**  Less time needed to complete tasks
- **Job Enlargement**  Allow for job expansion such as assisting the chef in cooking
- Job has been simplified with fewer incidences of human error and accidents



4. DESIGN

Plan the implementation schedule

ACTION:

- Communicate changes to impacted staff
- Conduct feedback on new roles
- Plan and arrange training of staff for new role and use of new equipment

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- Communicate changes to impacted staff
- Conduct feedback on new roles
- Plan and arrange training of staff for new role and use of new equipment



3. DETERMINE

Choose suitable solutions and job redesign techniques

SOLUTION:
Digital Self-Ordering

- Job Enlargement 
- Job Simplification 

SOLUTION:
Vegetable Slicing Equipment

- Job Enlargement 
- Flexible Work Hours 



Job Redesign Methods (REEFS)

JOB REDESIGN METHODS*



R

1. Job Rotation:

For employees who want to explore different jobs.



E

2. Job Enlargement:

For employees who want to learn and do more.



E

3. Job Enrichment:

For employees with management potential.



F

4. Flexible Work Hours:

For employees who need flexibility in their work schedules.



S

5. Job Simplification:

For employees to perform the job in an easier and smarter way.

* Based on a study conducted by Singapore Productivity Centre.



Tips to Communicate Change Effectively

A

Address and Assure

Address your employees concerns and ensure their needs are considered. Provide avenues for feedback and organise sharing sessions to help them adapt to the changes.



R

Reasons

Talk to your employees about impending changes and the reasons for those changes.



T

Timely

Plan when to communicate the impending changes, allowing enough time for your employees to adapt to them.



DOs

Ask yourself the following questions:

Which employees will be impacted?

What are the changes?

Why the need for these changes?

When will the changes take place?

How is my company assisting affected employees?

DON'Ts



Don't implement changes with short notice.

Allow your employees ample time for adjustment.



Don't keep employees in the dark.

Provide clear explanations for the changes.



Don't be non-communicative.

Provide channels for your employees to seek clarification.



Don't exclude key employees in the planning process.

Job Redesign Checklist



1. DISCOVER Find out which job function to redesign



Identify functions and job roles that require the most manpower

- Front-of-house
- Back-of-house

2. DIAGNOSE Identify the problem statement



Pinpoint the functional area and/or job role that needs to be improved

- Process
- Time
- People
- Activities/Tools

3. DETERMINE Choose the suitable solution and job redesign methods



Determine suitable solution

- Automation
- Digitalisation

Determine suitable Job Redesign methods

- Job Rotation
- Job Enlargement
- Job Enrichment
- Flexible Working Hours
- Job Simplification

Assess skills gaps and training needs

4. DESIGN Plan the implementation schedule



Design a feasible implementation plan

- Key Milestones
- Communication Plan
 - Address & Assure
 - Reasons
 - Timely

5. DELIVER Measure the outcomes and refine the solution



Measure outcomes

- Before
- After

Refine any issues

- Analyse for continuous improvement

JOB REDESIGN SUCCESS



Embrace Technology to Increase Value-added Tasks for Staff

Case: The Nook

DISCOVER, DIAGNOSE

- Traditional duties of service crew were repetitive and labourious such as order-taking, as well as shuttling between customers, kitchen and work stations for food and beverage services
- Management identified the need to redesign the job functions of its service crew to be of higher value-add

DETERMINE

- Removed non-value-added tasks identified, and optimised space by eliminating the need for a physical bar
- Installed and implemented self-service dispensers for beverages like beer and wine, and mobile apps for food ordering and payment

DESIGN, DELIVER

- Communicated changes of duties to operations staff
- Conducted wine appreciation and service ambassador trainings

Benefits of Job Redesign:

- Staff relieved of menial tasks and gain new skills in customer engagement and food & wine pairing, leading to higher satisfaction, better remuneration and higher staff retention
- Reduction of manpower by up to 60%



Upskilling for Job Enrichment

Case: Mr Bean

DISCOVER, DIAGNOSE

- Staff had to start work early to produce soybean milk at the outlet
- Working conditions were not favourable as space was limited and cooking processes were hot and uncomfortable

DETERMINE

- Set up of Central Kitchen with automation equipment to produce soybean milk for all outlets
- Ensure consistency of soybean milk product across all outlets

DESIGN, DELIVER

- Communicated changes to employees through townhall meetings
- Conducted outlet visits and tasting sessions to encourage employee buy-in

Benefits of Job Redesign:

- Outlets' working environment was more conducive
- Shorter working hours as employees no longer needed to report early, which also resulted in manpower cost savings
- Flexi-shifts that allow employee to decide their working duration
- Upskilling of employees to multi-task in other areas of work such as making pancakes



Harnessing Automation to Increase Employees Efficiency

Case: Koufu

DISCOVER, DIAGNOSE

- Time-consuming and error-prone for employees to manually collect and count cash payments
- Cross-contamination risks as employees handled cash and prepared food

DETERMINE

- Implemented cash management system that eliminates human error and simplify cash collection

DESIGN, DELIVER

- Conducted briefings and training for employees
- Developed SOPs for employees to adapt to the new system

Benefits of Job Redesign:

- Employee satisfaction improved as stress in accountability of cash were eliminated
- Cashier tasks were simplified and allowed employees to multi-task
- Headquarters can access real-time cash data through cloud server



Enhance Employee Satisfaction with Automation

Case: Jew Kit

DISCOVER, DIAGNOSE

- Strenuous process for older employees to manually prepare and cut vegetables
- Long hours of standing and cutting increases the risk of employee injury

DETERMINE

- Adopted automated slicing machine to reduce the strenuous physical processes for the employee, and cut down the time required to prepare and cut vegetables

DESIGN, DELIVER

- Provided training to operate new equipment
- Educated employees on the benefits of adopting an automated slicing machine and kept feedback channels open

Benefits of Job Redesign:

- Employee morale improved due to less strenuous work
- Resulted in higher back-of-house staff retention
- 50% time reduction for vegetables preparation
- Increased consistency of processed ingredients



JOB ROTATION

+



JOB SIMPLIFICATION

Rotate and Motivate Employee

Case: Indian Cuisine Restaurant

DISCOVER, DIAGNOSE

- Menial and manpower-intensive processes for preparing vegetables, spices and sauces
- Difficulty in hiring and retaining staff for certain operation roles, such as cooks and kitchen assistants

DETERMINE

- Adopted automated vegetable washing machine and slicing machine
- Optimised processes to reduce preparation time and manpower required
- Allowed rotation of tasks among staff as less time was required for each preparation process

DESIGN, DELIVER

- Provided training on how to operate the new equipment
- Developed SOPs to help employees adapt to the new equipment and system

Benefits of Job Redesign:

- Employees were more motivated and morale improved as they no longer had to do manual and repetitive tasks
- Kitchen crew were also rotated to provide them with the opportunity to learn new skills

FIND THE RIGHT RESOURCES

Workshop

You can sign up for the Job Redesign workshop to learn the tools to redesign jobs at your workplace. Participants will be supported with consultancy guidance to implement job redesign as part of the workshop.

Consultancy

You can engage Singapore Productivity Centre (SGPC) or appointed consultants for bespoke job redesign projects should you have limited resources to do so in-house, require change management expertise, or need help managing more complex job redesigns across outlets or chains.

Do It Yourself



Scan to download the comprehensive Job Redesign guide.

For more information, visit www.sgpc.sg.





WorkPro

A TRANSFORM AND GROW initiative to encourage employers to implement progressive employment practices to benefit Singaporeans through **JOB REDESIGN**, age management practices and flexible working arrangements.

For more information visit www.wsg.gov.sg/workpro



or Scan for more information

SPRING singapore

SMEs can seek funding support if they are engaging consultants to build their capabilities across key business areas to improve their business operations.

To find out how SPRING can support your productivity improvements and capability upgrading efforts, visit www.spring.gov.sg/Growing-Business



or Scan for more information

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