

## EXECUTIVE SUMMARY

<b>TITLE</b>	:	<b>PROOF OF CONCEPT (POC): JOB REDESIGN STRATEGIES FOR A MORE PRODUCTIVE, SUSTAINABLE, AND RESILIENT WORKFORCE</b>
<b>OBJECTIVES</b>	:	<p>i. To understand the <b>Job Redesign</b> from Singapore experts, experiences and gain insights into the fundamental principles and components of <b>Job Redesign</b>;</p> <p>ii. To carry out a Proof of Concept (PoC) for Job Redesign (JRD) in three selected companies, serving as pilot initiatives to support the preparation of RMK13; and</p> <p>iii. To explore strategies for tailoring the <b>Job Redesign</b> to suit Malaysia unique structure and industry dynamics.</p>
<b>EXPECTED OUTCOMES</b>	:	<p>i. Improved understanding of the core principles, key components, and strategic importance of Job Redesign among participants;</p> <p>ii. Enhanced capability to implement Job Redesign initiatives that drive productivity gains, workforce agility, and employee skill development;</p> <p>iii. Practical application of acquired knowledge to design and execute customized Job Redesign strategies aligned with organizational goals, resulting in measurable improvements in operational efficiency and workforce resilience.</p>
<b>DATE &amp; VENUE</b>	:	September – November 2025 (Klang Valley, Melaka & Online)
<b>DELEGATES (S)</b>	:	Representatives from Selected Companies, MPC Officers & Associates.
<b>ESTIMATED COST</b>	:	<b>RM171,500.00</b>
<b>BUDGET</b>	:	<b>TWIP 2025 Budget</b>
<b>RECOMMENDED BY</b>	:	People Productivity
<b>Comment/ Signature By PCT</b>		

# **PROOF OF CONCEPT: JOB REDESIGN STRATEGIES FOR A MORE PRODUCTIVE, SUSTAINABLE, AND RESILIENT WORKFORCE**

## **1.0 Purpose**

The purpose of this paper is to request approval from MPC Board of Management in organizing Proof of Concept: Job Redesign Strategies for A More Productive, Sustainable, and Resilient Workforce.

## **2.0 Background**

In an era of rapid technological change and economic uncertainty, the ability to adapt is critical. This intensive program provides a comprehensive framework for transforming your organization through Job Redesign. Participants will learn how to strategically re-evaluate job roles, explore ways to integrate new technologies, and create a more efficient, sustainable, and resilient workforce. The workshop will move from foundational principles to practical applications, enabling attendees to develop a tailored Job Redesign roadmap that aligns with their specific business needs and prepares them for future challenges.

Considering the reputable expertise of the Singapore National Employers Federation (SNEF) in matters of labour and employment, this program will utilize SNEF resource person to implement the training and consultancy services on the subject matter of Job Redesign. With SNEF, wealth of experience and knowledge, is well-positioned to provide comprehensive insights and guidance on the effective implementation of this model.

## **3.0 Objectives of the programme**

- i. To understand the Job Redesign from Singapore experts, experiences and gain insights into the fundamental principles and components of Job Redesign;
- ii. To carry out a Proof of Concept (PoC) for Job Redesign (JRD) in three selected companies, serving as pilot initiatives to support the preparation of RMK13, and
- iii. To explore strategies for tailoring the Job Redesign to suit Malaysia unique structure and industry dynamics; and

## **4.0 Training Format**

Workshops, or customized sessions, depending on the availability and recommendations of SNEF.

## **5.0 Expected Date & Venue**

September – November 2025 (Klang Valley, Melaka & Online)

## 6.0 Expected outcomes.

Upon completion of this workshop, participants will be able to:

- i. Describe fundamental principles and components of Job Redesign.
  - Define Job Redesign and its strategic importance.
  - Identify the key drivers for Job Redesign in the Malaysian SME landscape.
  - Recognize the benefits of Job Redesign, including improved productivity, employee engagement, and business resilience.
- ii. Apply Job Redesign techniques and steps.
  - Conduct a needs analysis to identify opportunities for Job Redesign within their own company.
  - Describe the systematic process of analyzing existing job roles.
  - Apply various Job Redesign techniques (e.g., Job Enrichment, Job Rotation, Job Simplification).
  - Understand how to integrate technology and automation into redesigned roles effectively.
- iii. Develop an Action Plan to implement Job Redesign.
  - Develop a business case and implementation plan for a Job Redesign initiative.
  - Create strategies for managing change and overcoming resistance to ensure successful adoption.
- iv. Prepare for Job Redesign Implementation
  - Discuss the opportunities for refinement.
  - Seek clarity and confirmation on the job redesign initiatives.

## 7.0 Participants Nomination

This intensive program is designed for leaders and managers of Small and Medium Enterprises (SMEs) in Malaysia's retail & manufacturing sectors, who are decision-maker, HR or admin personnel, operational leader and/or field employee / future change agent. Will also involves MPC Officers & Associates.

## 8.0 Expenses Cost

SNEF pleased to offer Malaysia Productivity Corporation a privileged fee of **Singapore Dollars \$49,000** for class size of up to 28 pax.

**This fee is inclusive of:**

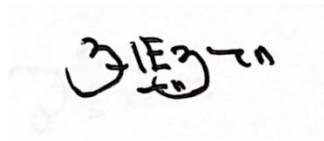
- Trainers' fees;
- Accommodation for the 3D2N workshop for two trainers;
- Land transport for one trainer, including travel between the accommodation, participating companies, and MPC, as well as transport from Melaka to Kuala Lumpur.

Please refer details on Attachment 1.

## 9.0 Approval From BOM

The approval of the Board of Management (BOM) is sought on the estimated total expenses of **RM171,500.00** for the program.

Prepared by:



Zul Ezwan Muhamad  
Manager

Date: 6 August 2025

Reviewed by:



Dr. Suriati Zainal Abidin  
Deputy Director

Date: 6 August 2025

Approved by:



Mohamad Muzaffar Abdul Hamid  
Director

Date: 6 August 2025

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**EXPECTED COST**

PERINCIAN KOS - BAJET PEMBANGUNAN – TWIP

Perkara	Kategori	Nilai (RM)
<b>Fasa 1: 20%</b> Tenaga Pengajar/ Penceramah/ Fasilitator Program - Luar Negara  SGD 9,800 X 3.5	P29118 - Perkhidmatan Pakar Runding Luar Negara	34,300
<b>Fasa 2: 30%</b> Tenaga Pengajar/ Penceramah/ Fasilitator Program - Luar Negara  SGD 14,700 X 3.5	P29118 - Perkhidmatan Pakar Runding Luar Negara	51,450
<b>Fasa 2: 50%</b> Tenaga Pengajar/ Penceramah/ Fasilitator Program - Luar Negara  SGD 24,500 X 3.5	P29118 - Perkhidmatan Pakar Runding Luar Negara	85,750
<b>JUMLAH KESELURUHAN (RM)</b>		<b>171,500</b>

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**PROPOSED TOPICS & SCHEDULE**

**Program Topics**

<b>Learning Outcome</b>	<b>Proposed Topics</b>
<b>LO1: Describe fundamental principles and components of Job Redesign</b>	1. <b>The Case for Change:</b> Why Job Redesign is Critical for Malaysian SMEs Today. 2. <b>Foundations of Job Redesign:</b> Core Principles, Models, and Terminology. 3. <b>Strategic Benefits:</b> Linking Job Redesign to Productivity, Sustainability, and Resilience.
<b>LO2: Apply Job Redesign techniques and steps</b>	1. <b>The Job Analysis Toolkit:</b> Methods for Deconstructing and Evaluating Roles. 2. <b>Techniques for Transformation:</b> Exploring Job Enrichment, Enlargement, Rotation, and simplification. 3. <b>The Role of Technology:</b> Integrating Automation, AI, and Digital Tools into New Workflows.
<b>LO3: Develop an Action Plan to implement Job Redesign.</b>	1. <b>From Analysis to Action:</b> Conducting a Job Redesign Needs Assessment for Your SME. 2. <b>Building the Business Case:</b> Identifying Key Outcomes and Gaining Stakeholder Buy-in. 3. <b>Crafting Your Roadmap:</b> A Step-by-Step Guide to Planning and Implementation. 4. <b>Leading the Change:</b> Strategies for Communication, Training, and Managing Employee Transition.
<b>LO4: Prepare for Job Redesign Implementation</b>	Coaching Sessions by Consultants

**Program Schedule**

<b>Event</b>	<b>Date (Tentative)</b>	<b>Venue</b>
3 Days 2 Nights Workshop Main Facilitator: Dr. Stephen Yee Co-facilitator: Thomas Yeo	8 – 10 September 2025	Putrajaya
Coaching Session 1 – Company 1 Coaches: Thomas Yeo	26 September 2025	Melaka
Coaching Session 1 – Company 2 Coaches: Thomas Yeo	29 September 2025	Klang Valley
Coaching Session 1 – Company 3 Coaches: Thomas Yeo	30 September 2025	Klang Valley
Coaching Session 2 – Company 1,2 & 3 Coaches: Thomas Yeo	22 October 2025	Online
Sharing with MPC Coaches: Thomas Yeo	29 October 2025	MPC, KL

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### CONSULTANT PROFILE

#### Mr. Thomas Yeo

#### Expertise

Workforce Planning and Development	Talent and Skills Identification and Analysis	Adult Education
Strategic HR	HR Consulting	Collaboration and Partnership
Job Redesign	Project Management	Curriculum Planning and Design



**Thomas Yeo** is an experienced workforce and people development consultant with more than 20 years of experience. He leads the consultant team in advising and solution implementation for Workforce Transformation projects and Job-Redesign projects. Through working with technology partners, he introduced technology-enabled consultancy and helped several companies improve their business processes, plan for organisation development and value creation through customer-centric focus as well as skills digitisation for people capability planning and development.

As the Lead Consultant for Singapore Polytechnic Company & Workforce Transformation Programs, Thomas leads a team of consultants, designs and implements Workforce Transformation programs for large and local enterprises, developing their capabilities and providing holistic solutions to enable their people transformation.

Thomas consults actively for overseas governments on industry manpower and talent planning and TVET skills development as Associate Consultant and International Expert with the Asian Development Bank, World Bank and UNESCO. He had delivered projects in China, Mongolia, Myanmar, Thailand, Palestine, and Indonesia.

Prior to his entrepreneurship journey, Thomas led the WSQ Policy Unit and Quality Assurance team at the Workforce Development Agency (now known as SkillsFuture Singapore), to set the standards and professionalise the training and skills development sector. The portfolio required him to collaborate with Institutes of Higher Learning, professional bodies and industry organisations, to offer skills and career progression opportunities for adult learners and in-service employees.

Thomas is currently an Associate Faculty Lecturer with Singapore University of Social Sciences and Singapore Human Resources Institute Academy. He also volunteers as an Adult Educator Mentor where he coaches and mentors aspiring new adult educators to reach their full potential.

## **Dr. Stephen Yee**



**Dr. Stephen Yee** is the Deputy Executive Director, of Corporate Learning Centre and Workforce Transformation. He is one of the pioneers working with SkillsFuture Singapore and Workforce Singapore. SNEF is the first invited training provider garnering employers to embrace a workforce qualification system (WSQ) as part of the continual education for school leavers who have yet to get a formal qualification. For close to 2 decades, SNEF has been working with employers to be on the industry sectors steering committee for more than 20 sectors ensuring that employers' needs are always incorporated as a demand instead of looking at purely supply predictions.

He has been greatly involved in Job redesign, capacity capacity-building aligned with Progressive Wage Model staff and other Professionals, Managers and Executives. He is actively involved in dialogue with employers and government agencies on the Job redesign, Job transformation maps, and also ITM with employers. He constructs the framework and the archetypes of jobs and skills integration for retail (JSIT-Retail).

He is an active member of the Future of Work under the International of Employers (IOE) and is also involved in providing feedback and information on the ASEAN Future of Work published in 2016 and the recent IOE publication of Future of Employers Organisation in 2021.

***In the event of unforeseen circumstances, SNEF reserves the right to replace the Facilitator with someone of similar qualifications and experience.***