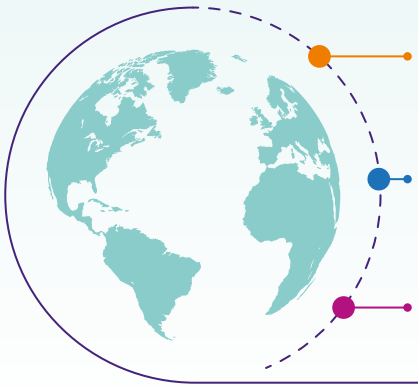
# BUILDING A SKILLS-FIRST ORGANISATION THROUGH WORK TRANSFORMATION

## THE CHANGING GLOBAL AND LOCAL CONTEXT

**Trade tensions, technological advancement, demographic shifts, and climate transitions are placing unprecedented demands on workforce agility.**



By 2030, **100 million workers** worldwide will need to change jobs due to automation and AI.

In Singapore, **all jobs have experienced changes in their skills requirements** over the past five years.

Businesses must adapt: **transform business models, operating structures, and talent-skills strategies.**

Work transformation through work redesign enables organisations and employees to **adapt to evolving roles, technologies, and business needs, building resilience and sustaining competitiveness.**



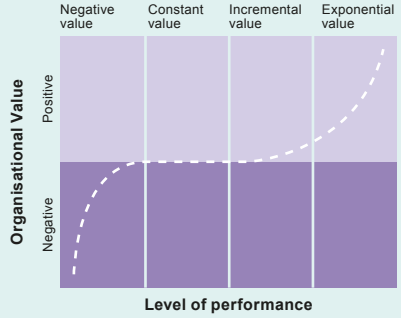
## FIVE-STEP WORK TRANSFORMATION FRAMEWORK

### DECONSTRUCT the work

**1 Task classification**
Define the key activities and tasks, skills needed, and the nature of the work

- Repetitive/Variable
- Independent/Interative
- Physical/Mental

**2 Return on Improved Performance (ROIP)**
Assess the ROIP, risk, speed and value of each task; alternative work opportunities




### REDEPLOY the work

**3 Automation type**
Automation opportunities, augmentation

- Robotic Process Automation
- Social Robotics
- Cognitive Automation

**4 Work alternatives**
Alternative work options that can substitute/augment the work, risks and considerations

- Centralisation/Shared Services
- Contractor/Gig Worker
- Opportunity Marketplace
- Outsourcing/Third Party

### RECONSTRUCT the work

**5 Reconstruction**
Reconstruct the remaining/new work into existing/new roles

- Identifying the optimal source of work for each activity (automation, centralisation/ shared services, agile talent pool, etc.)
- Redefining new skills for new roles/tasks
- Ensuring the continued relevance of talent through the mapping of developmental interventions to emerging skills demand
- Identifying any constraints to deployment

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# BUILDING A SKILLS-FIRST ORGANISATION THROUGH WORK TRANSFORMATION

## KEY ENABLERS OF SUCCESSFUL IMPLEMENTATION

**ACTIVE PARTICIPATION**
of key stakeholders to foster shared ownership of the transformation outcomes

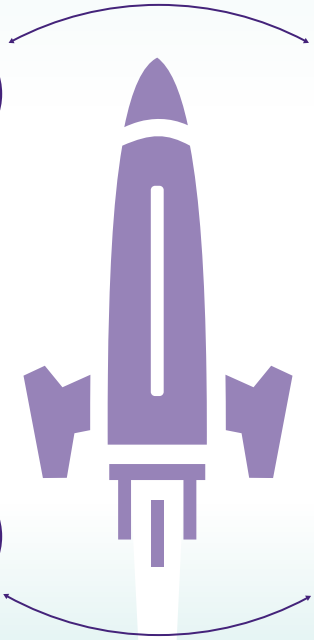
**COLLABORATIVE DIALOGUE**
between management and employees

**STRATEGIC ALIGNMENT**
with organisational goals and transformation priorities

**ORGANISATIONAL READINESS**
to explore and experiment with new models for work redesign, workforce redeployment and job enrichment

**FORWARD-LOOKING LEADERSHIP**
that prioritised long-term workforce planning and capability development

**AWARENESS OF EMERGING TECHNOLOGIES**
that can augment human capabilities and enable redesigned roles



## RECOMMENDATIONS FOR IMPLEMENTING WORK TRANSFORMATION

**These proposed steps are designed to guide organisations in integrating people strategies with business strategies and in institutionalising work transformation practices.**

**STEP 1 → STEP 2 → STEP 3 → STEP 4 → STEP 5**

**DEFINE**
Strategic Direction and Needs of Organisation

**DECONSTRUCT**
Work and Assess Performance

**RECONSTRUCT**
Work and Create Higher-Value Roles

**IDENTIFY AND DEVELOP**
New Skills

**PILOT, SCALE, AND SUSTAIN**
with Stakeholder Buy-in

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