



Small Steps for Big Wins with Job Redesign

While **88.5%** of employers believe job redesign to be an important practice for an age-inclusive workplace, only **70.1%** implement it.¹

Implementing job redesign may seem daunting and complex. But small, simple changes can have a big impact on harnessing the full potential of older workers.

Start small



Job redesign can take the form of a series of small and simple changes to ergonomics, processes and roles. For instance, redesigning the role of a chef to be less physically taxing, by incorporating a mentorship component to groom younger chefs, not only supports succession planning, but allows older workers to continue contributing.

[Adjusting the lighting at the office or the colour displays of monitors](#) can also go a long way in improving visibility for older workers who may have age-related vision problems.

Go beyond technology



Roles have undoubtedly been changed by technology, a big driver of efficiency. For example, by digitalising its ordering system, [Tim Ho Wan restaurant](#) has reduced man-hours by 20% to 30%, sparing older workers from penning orders.

But aside from technology, you can review roles without overhauling them to allow workers to continue contributing meaningfully.

For example, [Raffles Hotel Singapore](#) cross-trained workers in their laundry and uniform room teams, previously managed separately, and redesigned their jobs into a single role. This allowed the team to cover each other's duties when required, reducing the hotel's manpower challenges and increasing the efficiency of attending to guests' requests.

Focus on skills



Take a “small moves, quick impact” approach to generate quick and tangible returns in terms of value delivered.

This can be done by prioritising learning and upskilling for older workers. Creating opportunities for them to deepen their capabilities, skills and motivation, one step at a time, cultivates a mindset of growth and openness towards taking on a redesigned role in the future.

TIP: Tap on government grants such as the [Support for Job Redesign under Productivity Solutions Grant \(PSG-JR\)](#) and [WorkPro Job Redesign Grant](#) to mitigate potential job redesign costs.

Starting small and making incremental steps with job redesign is key to enabling the silver generation to shine at the workplace.

¹ This is based on a recent TAFEP [survey](#) of 485 HR practitioners and employees.