

HUMAN RESOURCES JOB REDESIGN INITIATIVE (HR-JR)

[FORMERLY KNOWN AS HR TECH TRANSFORMATION PROGRAMME (HRTTP)]

FREQUENTLY ASKED QUESTIONS (FAQs)

[FOR PUBLIC INFORMATION]

Contents

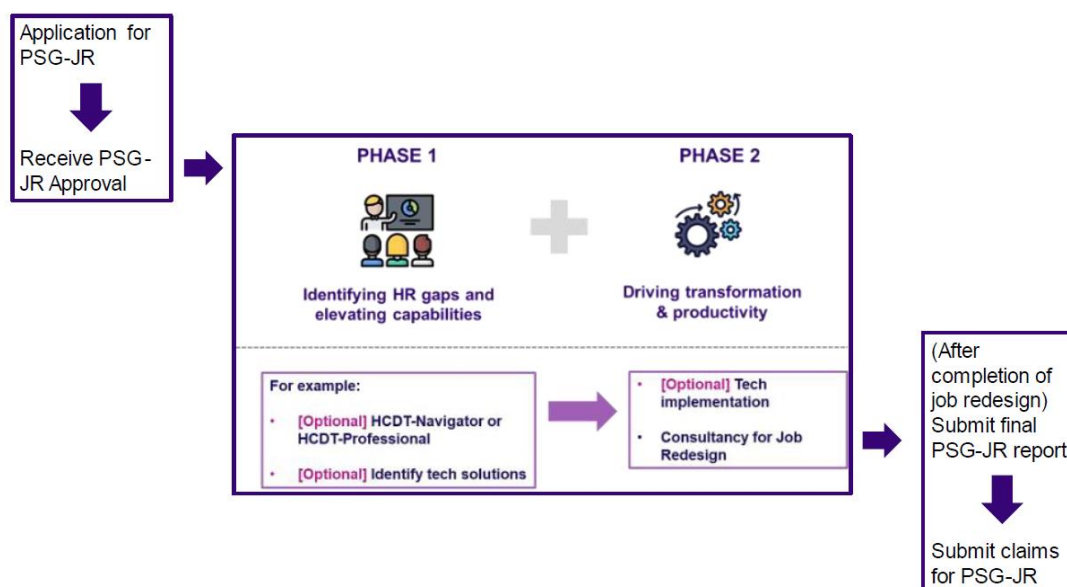
Section A: General Questions on the Human Resources Job Redesign Initiative (HR-JR)	1
Section B: Application Process	6
Section C: For more assistance or feedback	7

Section A: General Questions on the Human Resources Job Redesign Initiative (HR-JR)

1.	What is the Human Resources Job Redesign Initiative (HR-JR)?
<p>The Human Resources Job Redesign Initiative (HR-JR) [formerly known as HR Tech Transformation Programme (HRTTP)] aims to support enterprises through HR process re-engineering, redesigning of impacted HR job(s) and managing HR job transitions.</p> <p>With strengthened processes and job redesign, HR professionals could spend more time on strategic HR to meet the organisation's business objectives. Adopting HR technology could also improve productivity and efficiency through the online delivery of HR services at their fingertips.</p> <p>Through the HR-JR, enterprises will receive funding support for job redesign (JR) consultancy to transform their workforce. The JR consultants supporting HR-JR can be found here.</p>	
2.	Why should enterprises consider HR-JR?
<p>Through the HR-JR, enterprises can focus on four priorities:</p> <ul style="list-style-type: none"> a. Increase job value and better job satisfaction through job enrichment or enlargement; b. Improve productivity through the review of work processes to streamline administrative or transactional tasks, and pivot to strategic HR functions; c. Strengthen employee engagement and experience, as well as enhance employer branding; or d. Implement HR technology solution. 	

There are two phases in the HR-JR between project approval and submission of project report for funding claims. Upon receiving project approval, enterprises will complete Phases 1 and 2 with support from a Job Redesign consultant for job redesign services and HR technology implementation as needed. After Phase 2, enterprises will submit a project report that is required for funding claims.

Enterprises will be supported through the following milestones and services:



Phase 1 - Diagnose HR gaps and identify priority areas for improvement; interested enterprises can opt to use HCDT-Navigator or HCDT-Professional¹ to assess opportunities and gaps.

Phase 2 – Through the **Consultancy for Job Redesign**, enterprises receive recommendations on priority areas for improvement based on business objectives (e.g. adopt HR technology solutions², enrich or enlarge HR job roles) and guidance to implement the changes.

3. What benefits do enterprises gain from HR-JR?

The benefits of HR-JR include:

- Working with a JR consultant to redesign the HR process and impacted HR jobs
- Receiving guidance from the JR consultant to identify relevant HR solutions, including HR technology solutions if applicable
- Learning to manage HR job transitions arising from the changes implemented

¹ For more information, please visit <https://www.ihrp.sg/hcdt/>.

² The programme does not fund procurement of technology solutions. Enterprises can consider tapping on the SMEs Go Digital programme concurrently to support the costs of equipment/IT solutions.

<ul style="list-style-type: none"> • Creating a positive employee experience through the enhanced delivery of HR services 	
4.	What are some considerations before enterprises embark on the HR-JR? <p>Before embarking on the HR-JR, enterprises will need to consider the following:</p> <ul style="list-style-type: none"> • What HR functions/operations and pain-points do HR professionals/employees often give feedback on? • Which HR tasks currently performed by HR professionals/employees can be made simpler or removed through e.g. the adoption of technology solutions? • Can more time be freed up for HR professionals to perform higher value/strategic tasks? • Is the enterprise committed to implement changes to the HR process? • Are there opportunities to introduce higher value-added HR tasks or roles? • Are there opportunities to adopt HR technology to improve delivery of HR services and employee experience?
5.	If HR technology is implemented, how to identify which job roles to be redesigned? <p>The JR consultant will guide the enterprise to identify HR job roles impacted by the adoption of identified HR technology solution and redesign the job(s) based on changes in processes and/or increase in task value.</p>
6.	What are the project deliverables? <p>The JR consultant supporting HR-JR will work closely with the enterprise to prepare the following project deliverables:</p> <ol style="list-style-type: none"> Scope the JR project proposal for PSG-JR grant application Consultancy for HR process and job redesign for HR job role(s): <ol style="list-style-type: none"> Implementation action plan Manpower/ Labour cost savings computation Required information for job evaluation Implement job redesign interventions Prepare necessary reports/documentations for PSG-JR claim submission <p>The JR consultant will also be able to support on the following should there be interest from the enterprise:</p> <ol style="list-style-type: none"> Completion of the Human Capital Diagnostic Tool (HCDT)-Navigator or HCDT-Professional* Implementation of HR technology solution <p>*HCDT-Professional is only offered by trained HCDT Consultants. Find out more here.</p>

7.	Which consultant can I work with?
Consultancy services for HR-JR will be provided by the consultants supporting PSG-JR (click here to view panel of consultants). Each enterprise will select one consultant to work with.	
8.	What if enterprises cannot complete the JR project within one year and projected outcomes are not met? Can I still submit claims?
Enterprises should complete the project with outcomes met within the approved one-year project duration. Any extension will be on a case-by-case basis, and enterprises must submit a formal request with valid justifications to SNEF before the project's expiry. Enterprises and consultants should work very closely to ensure that the milestones are met within the planned dates.	
9.	What is the available funding for the HR-JR?
Enterprises will receive funding under the Support for Job Redesign under Productivity Solutions Grant (PSG-JR) for job redesign-related consultancy costs incurred in their projects. Eligible enterprises will receive the following for approved projects: <ul style="list-style-type: none"> • Up to 70% funding for consultancy services, capped at \$30,000 per enterprise. <p>On top of the above funding support for PSG-JR, eligible enterprises can also tap on the SkillsFuture Enterprise Credit (SFEC) to defray out-of-pocket (OOP) expenses for supportable programmes and components. Eligible enterprises will receive a one-off \$10,000 credit per firm to cover up to 90% of OOP expenses. More details can be found at https://www.enterprisesg.gov.sg/financial-support/skillsfuture-enterprise-credit.</p> <p>The funding does not cover the procurement of HR technology solutions.</p>	
10.	What are the eligibility criteria for PSG-JR?
All participating enterprises must fulfil the following criteria in order to qualify: <ul style="list-style-type: none"> • Registered or incorporated and operating in Singapore; and • Must have at least three local employees³ at the point of application <p>In addition to the criteria above, at the point of application, applicant must not have:</p> <ul style="list-style-type: none"> • Made any payment to a pre-approved JR consultant or third party in relation to the engagement of JR-related consultancy service; and • Signed or confirmed any contract or purchase order with a pre-approved JR consultant or third party in relation to the engagement of JR-related consultancy service. 	

³ Local employees can be Singapore Citizens and Singapore Permanent Residents. For enterprises related to the same parent enterprise, these affiliates will have to prove that their employees are not double-counted in the enterprises applying for PSG-JR.

All applications will be evaluated on a case-by-case basis.

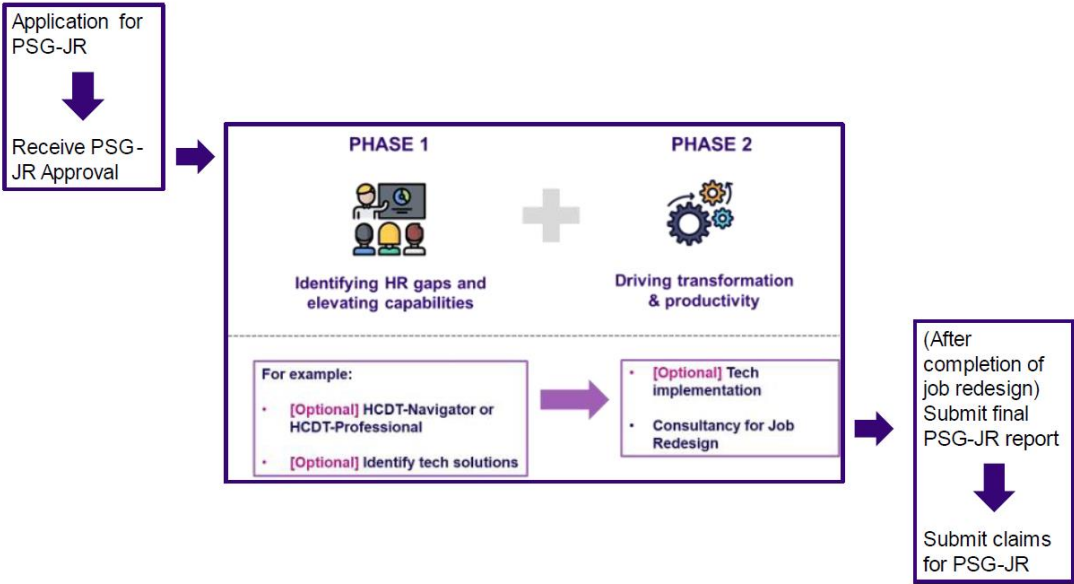
11. **Are Non-Governmental Organisations (NGOs) & Non-Profit Organisations eligible for PSG-JR?**

Yes. NGOs and Non-Profit Organisations can apply for PSG-JR. The non-business entities that are eligible include Charities and Institutions of a Public Character, and Voluntary Welfare Organisations.

12. **Can enterprises tap on PSG concurrently for equipment/IT solutions while on the PSG-JR project?**

Yes. Enterprises can tap on PSG concurrently to support the costs of equipment/IT solutions.

Section B: Application Process

1.	What is the process for enterprises who are interested in the HR-JR?
	 <pre> graph TD A[Application for PSG-JR] --> B[Receive PSG-JR Approval] B --> C[PHASE 1: Identifying HR gaps and elevating capabilities] C --> D[PHASE 2: Driving transformation & productivity] C --> E[For example: • [Optional] HCDT-Navigator or HCDT-Professional • [Optional] Identify tech solutions] E --> F[• [Optional] Tech implementation • Consultancy for Job Redesign] F --> G["(After completion of job redesign) Submit final PSG-JR report"] G --> H[Submit claims for PSG-JR] </pre>
2.	How do I apply for HR-JR?
	<p>Below are the steps to apply for the HR-JR:</p> <ol style="list-style-type: none"> Enterprises may contact Ms Ong Jie Min from SNEF at jmong@snef.org.sg. SNEF will link enterprises up with the selected consultant supporting HR-JR. Enterprises will obtain quotation (without committing to any contract) from the selected consultant and work with the consultant to complete the consultancy proposal (based on the template that can be accessed through Business Grants Portal (BGP)). Enterprises should not sign any contract or make any payment before submitting the PSG-JR application. Submit an application on BGP at https://www.businessgrants.gov.sg.
3.	What documents are required when applying for PSG-JR?
	<p>The following supporting documents would be required when applying for PSG-JR:</p> <ul style="list-style-type: none"> Consultant's quotation – itemised JR consultancy costing from the pre-approved JR consultant Consultancy proposal (based on template accessed through BGP) CPF Form 90 for the past 3 months (for proof of at least 3 local employees in the enterprise, based on the eligibility criteria) Other relevant supporting documents to support the project evaluation

Section C: For more assistance or feedback

1.	Who can enterprises contact should there be more queries on the HR-JR?
Enterprises that are interested to find out more about HR-JR can contact Ms Ong Jie Min from SNEF at jmong@snef.org.sg .	
2.	Who can enterprises contact should there be more queries on PSG-JR or CorpPass and Business Grant Portal issues?
<p>If there are any further queries on PSG-JR or CorpPass and Business Grant Portal issues, enterprises may approach the relevant contacts provided below:</p> <p>PSG-JR Programme:</p> <p>Singapore National Employers Federation (SNEF) – Appointed Programme Manager for PSG-JR</p> <p>E: psgjr@snef.org.sg</p> <p>T: +65 6827 6910</p> <p>CorpPass Issues:</p> <p>CorpPass Helpdesk</p> <p>E: support@corppass.gov.sg</p> <p>T: +65 6643 0577</p> <p>Business Grants Portal Issues:</p> <p>Business Grants Portal Helpdesk</p> <p>FormSG Link: go.gov.sg/bgphelpdesk</p> <p>T: +65 6708 7288</p>	