

Institute for Adult Learning pilots Employee Driven Innovation to bolster its Learning Enterprise Alliance initiative

Deloitte Singapore, Food, Drinks and Allied Workers Union, OCBC Bank and Tim Ho Wan are four participating enterprises to lead pilot of EDI

Singapore, 17 February 2020 – The Institute for Adult Learning (IAL) has announced the pilot phase of its new Employee Driven Innovation (EDI) initiative today. It will bolster IAL’s Learning Enterprise Alliance (LEA), a knowledge network of curated enterprises, representing diverse industries committed to using workplace learning in the design of work and workplace practices, which are aimed at promoting employee performance and opportunities for continuous learning.

The LEA initiative anchors IAL’s focus area of developing organisational capability in workplace-based learning. It plays a key role in encouraging enterprises to create and embrace a culture of learning which in turn promotes optimum individual and enterprise performance. More importantly, It also promotes a culture of self-directed learning in the workplace, aligning with Singapore’s vision for its workforce to be a Learning Nation.

EDI will therefore introduce a new paradigm that promotes innovation through everyday employee-led improvisations of work processes. These involve aspects of change management, idea generation and idea implementation, which support an environment in which innovation does not need to follow traditional hierarchical structures.

EDI comes amid a global trend of workplace transformation where workplaces are increasingly accommodating a workforce that is shaped by new technologies and different models of work. With Singapore having been ranked as the most competitive economy in the world according to the 2019 Global Competitiveness Report¹, employee-centric workplace learning solutions are increasingly integral to the country’s economy and its workforce development. These learning solutions promote skills mastery, productivity and innovation - all of which are instrumental in priming enterprises for growth and in strengthening the enterprise ecosystem in Singapore.

Four organisations – Deloitte Singapore, Food, Drinks and Allied Workers Union (FDAWU), OCBC Bank and Tim Ho Wan – will kickstart the implementation of the EDI and pave the way for IAL’s existing base of LEA enterprises to follow suit. Their projects range from job re-designs, mapping competencies of skills to leveraging ICT with active participation from their employees.

Since its launch, the LEA initiative has welcomed 58 enterprises into its network, with 18 new enterprises onboard this year. Small to medium enterprises (SMEs) within LEA stand to receive funding support of up to 80% of eligible consultancy cost or \$10,000 (whichever is lower) to jumpstart their workplace learning transformation projects.

Mr Keoy Soo Earn, Regional Managing Partner, Financial Advisory, Deloitte Singapore and Southeast Asia said: “At Deloitte, we believe that driving innovation and fostering an

¹ Schewab, K. (2019). World Economic Forum. *The Global Competitiveness Report*.
http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf, Last access: 30 January 2020

innovative culture in our organisation can create long-term value across our operations. Our people are empowered to share ideas and co-create innovative solutions that can benefit and transform the way we work, and the way we serve our clients. This is aligned with the Employee Driven Innovation's focus and we feel that our mutual expertise can be well leveraged with this partnership to improve the work process for our people and increase efficiency and productivity."

Mr Tan Hock Soon, General Secretary, FDAWU added: "We were impressed by the demonstrated outcomes of past projects undertaken by the Learning Enterprise Alliance members. We see Employee Driven Innovation as an ideal approach to push forward hotel job redesign efforts via ground-up initiatives."

With an expanding LEA membership and an uptake of EDI this coming year, IAL plans to develop toolkits that can be shared with an extended network of enterprises to encourage more organisations to adopt employee-led initiatives that drive productivity and innovation. Enterprises may also expect the development of an IAL Community of Practice (CoP) which will serve as a forum for enterprises to share their learning journey and exchange best practices in integrating the EDI framework with one another in the next EDI phase.

Mr Jin Cheah, Director from Tim Ho Wan said: "Successful companies are often welcoming to change and are highly adaptable and innovative. Tim Ho Wan strongly believes in and welcomes any innovation, especially from our internal teams. With Employee Driven Innovation, it forms a key pillar in the development of Tim Ho Wan - from our menu to the delivery of customer service as well as to staff retention."

Speaking at the LEA 2020 Awards Ceremony, Professor Lee Wing On, Executive Director of IAL said: "We are pleased to see the Learning Enterprise Alliance initiative expand over the years, which only demonstrates the growing importance of employee-centric learning opportunities to the health of enterprises. With the introduction of Employee Driven Innovation, we hope that it will strengthen the Learning Enterprise Alliance's value for its members as we seek to support employees with the necessary tools to help drive new learnings and inventive workplace solutions that often emerge from everyday practice. We look forward to welcoming more enterprises into our Learning Enterprise Alliance network as we collectively strive to create a more conducive active learning environment for all at the workplace."

For more details, please refer to **Annex A** for projects of the pilot EDI.

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About Institute for Adult Learning

The Institute for Adult Learning (IAL) is an autonomous institute of the Singapore University of Social Sciences. IAL works closely and supports Adult Education professionals, businesses, human resource developers and policy makers through its comprehensive suite of programmes and services on raising capabilities and catalysing innovations in Continuing Education and Training (CET). IAL also champions research in sustaining economic performance through skills, shaping employment as well as CET decisions, and develops innovations through learning technology and pedagogy to heighten adult learning.

For more information, visit: www.ial.edu.sg

Employee Driven Innovation Pilot Projects

Deloitte Singapore

Deloitte Singapore is applying the TAE Skills Framework to the talent pool in two sub-business units within the Mergers and Acquisitions group. The company will be mapping out their technical and generic competencies in a bid to further develop and optimise the delivery of client experience. The competencies will subsequently contribute towards *iTalent*, a digitised resources platform which will help facilitate skills recognition as well as support the design of training programmes for skills and career development.

Food, Drinks and Allied Workers Union (FDAWU)

FDAWU is leading six participating partners from the hotel and accommodation services in their transformation journey towards lean enterprise development and the building of a Singaporean core by reviewing and redesigning jobs from the security, engineering and facilities functions to achieve operational synergy and productivity. The partners of FDAWU are: Holiday Inn Singapore Orchard, The Ascott, Regent Singapore, Royal Plaza on Scotts, Four Points by Sheraton Singapore and Orchard Hotel.

OCBC Bank

This project intends to design, develop and pilot an OCBC Employee Learning Agility digital profiler tool. The tool will help co-create and implement a pedagogical and communications package that supports the use of the OCBC Employee Learning Agility profiler tool in fostering employees' self-awareness, critical reflection and goal setting towards developing learning agility.

Tim Ho Wan

The project seeks to identify business performance gaps in restaurant and staff management through District Managers. Current standards and pain points experienced will be examined and defined. Existing standards and processes can be refined to support District Managers in managing restaurant operations and staff development so that the team can better understand customers' needs and are more motivated to contribute to higher sales in return.