

SCALING UP

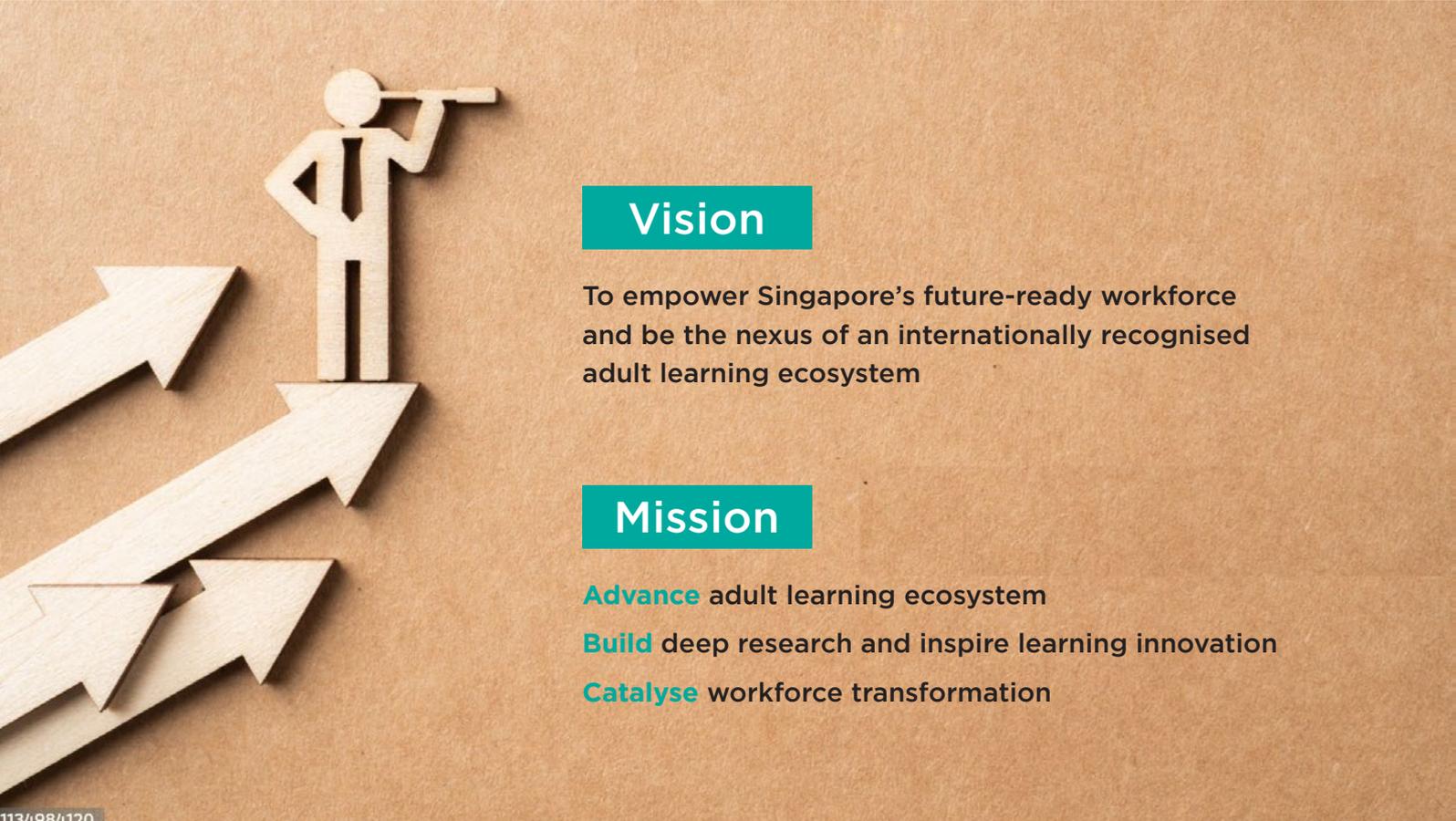
FOR THE

FUTURE OF WORK

ANNUAL REPORT 2023

About IAL

The Institute for Adult Learning (IAL) is the National Centre of Excellence for Adult Learning (NCAL) and an autonomous institute of the Singapore University of Social Sciences. As NCAL, IAL closely collaborates with and supports Adult Education professionals, enterprises, human resource developers, and policymakers through its comprehensive suite of programmes and services aimed at enhancing capabilities and catalysing innovations in Continuing Education and Training (CET). IAL also champions research to sustain economic performance through skills development, shapes employment and CET policies, and fosters innovations through learning technology and pedagogy to enhance adult learning experiences.



Vision

To empower Singapore's future-ready workforce and be the nexus of an internationally recognised adult learning ecosystem

Mission

Advance adult learning ecosystem

Build deep research and inspire learning innovation

Catalyse workforce transformation

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Leadership

IAL COUNCIL

As an autonomous institute of the Singapore University of Social Sciences, IAL is governed by an independent council, which sets the strategic direction for the institute. The IAL Council is made up of members comprising representatives from government bodies, institutes of higher learning and key industry partners. The members bring with them deep knowledge and expertise in continuing education and training, to lead IAL in achieving its vision as the National Centre of Excellence for Adult Learning, practice and research.



Mr Tan Kok Yam (Chairman)

Chief Executive,
SkillsFuture Singapore



Professor Tan Tai Yong

President,
Singapore University of Social
Sciences



Ms Ang Bee Lian

Senior Adviser,
Ministry of Social & Family
Development



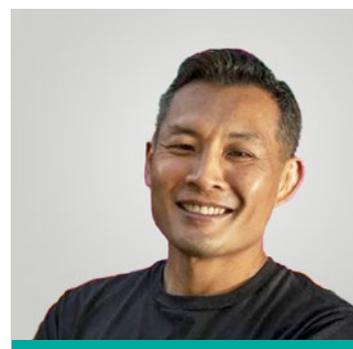
Mr Kiren Kumar

Deputy Chief Executive, Development
(Digital Industry & Talent Group),
Infocomm Media Development
Authority



Mr Gerald Leo

APAC Partner Director
(Advisory, Solutions, Services, Channels),
Microsoft Asia Pacific



Mr David Chua

Chief Executive Officer,
National Youth Council



**Associate Professor
(Practice) Yeo Li Pheow**
Executive Director, IAL



Professor Ho Yew Kee
Co-Chairperson, AccTech Centre
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Chief HR Officer and Advisor
(Workforce Development),
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Mr Jeremy Ong
Chief Executive Officer,
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Mr David Yeo
Founder & Chief Executive Officer,
Kydon Group of Companies

Leadership

IAL SENIOR MANAGEMENT



**Associate Professor
Renee Tan**
Assistant Executive Director and
Director, Research



**Associate Professor
Sim Soo Kheng**
Director, Innovation Centre



Dr Samson Tan
Director, Learning and Professional
Development



Ms Amy Bey
Director, Corporate Services



Ms Carol Chen
Centre Director, Centre for Workplace
Learning and Performance

Mr Tan Kok Yam

Institute for Adult Learning Council
Chief Executive, SkillsFuture Singapore



Chairman's Message

Adult educators are key to the success of Singapore's SkillsFuture movement. They ensure relevance of training content, and effectiveness of training delivery. Ultimately, the teaching and learning need to give confidence: to the individual considering a career transition; to the company onboarding a new process for employees; and to the workforce adapting to the rapid changes in workplace technology.

At the same time, the nature of adult education is itself being remoulded by technology. Very powerful tools are now readily available to help generate training content, and even personalise the learning journey of every learner. It would be a disservice to the 500,000 or so learners we serve every year in the SkillsFuture training ecosystem if these tools are not used to their benefit. Conversely, it would be a salutary lesson in technology application if learners witness first-hand how their trainers walk the talk in being adaptable and innovative.

Since its designation as the National Centre of Excellence for Adult Learning, IAL has done considerably more to enable and support adult educators in attaining training excellence. Among other things, IAL has revamped the WSQ Advanced Certificate in Learning and Performance by making the delivery more time-efficient; empowered the faculty of autonomous universities with a digital platform offering micro-learning and curated research in adult learning; revitalised the Adult Education Network for learning professionals to mutually support one another; and just recently, established a strategic partnership with Microsoft to help adult educators adopt artificial intelligence-driven tools to advance adult education. IAL will need to do more, as Singapore builds up the

SkillsFuture movement to be a key pillar of our social compact.

First, IAL needs to provide more 'after-sales service', in supporting the continual professional development of our adult educator corps. Aside from maintaining technology and domain currency, I believe that, increasingly, trainers will also need to play the roles of career coaches and facilitators, to support the career health movement.

Second, IAL needs to catalyse more training collaboration and innovation across companies, institutions and technology players, in particular, through the recently launched Adult Learning Collaboratory. We need new partnerships and refreshed approaches to better reach out and support the groups that often need more help, such as mid-career workers and SME employees.

Third, as the National Centre of Excellence for Adult Learning, IAL needs to broaden the footprint of its impact, to persuade, encourage and enable the best from every industry to teach others around them. I am certain that many successful Singaporeans want to help in 'skills redistribution' and share the knowledge and expertise they were fortunate enough in their careers to have gained.

These are daunting tasks, but I have full confidence in the leadership and the team in IAL. I also have full confidence in the partnership of our key partners among unions, companies and learning institutions. Indeed, IAL is benefitting tremendously from our partners' expertise and networks, and with gratitude and humility, I thank our partners for your steadfast support, and look forward to doing more together.

Professor Tan Tai Yong

Singapore University of Social Sciences



President's Message

Singapore University of Social Sciences (SUSS) has a vision to be a university that inspires learning for life and impacts lives. As an autonomous and integral institution under SUSS, IAL shares this vision to support societal transformation and progress. IAL has consistently demonstrated its commitment and forward-thinking posture in providing high-quality learning for adult educators, raising their professionalism and capabilities to align with the dynamic needs of Singapore's workforce.

SUSS and IAL have been working closely together to advance our mission to provide accessible and relevant education to adult learners. This year, our focus remained steadfast on enriching the expertise of TAE professionals through our collaborative programmes, fostering an environment where our learners benefitted from a blend of academic rigour and real-world applicability. In August 2023, we held our annual IAL Learning Festival as part of the SkillsFuture Festival X SUSS, promoting lifelong learning and showcasing the importance of upskilling for the digital age.

Indeed, the adult education landscape has been evolving with rapid developments in technology and innovation, redefining what skills are needed and how learning is carried out in the future. It was timely then for IAL to gain deeper insights into recent developments in artificial intelligence by collaborating across borders with three universities to study the impact of artificial intelligence on work, skills and education on a global scale. This effort puts IAL at the forefront of harnessing a myriad of innovative possibilities in how we can create and deliver learning content in meaningful ways in the digital future.

As IAL scales up its capabilities and stature in the adult learning ecosystem, SUSS looks forward to further collaborative opportunities to achieve social good through purposeful continuous learning, applied research and impactful partnerships.

Associate Professor (Practice)

Yeo Li Pheow

Institute for Adult Learning



Executive Director's Message

As we seek to empower the future-ready workforce of Singapore, the adult learning ecosystem is more important than ever. Whether we are focusing on innovation, research or learner-centric approaches, the collaboration and partnerships we have with learners, adult educators, enterprises, institutes of higher learning, government bodies and unions will bring success to our efforts.

To build this ecosystem, our Learning Enterprise Alliance continues to grow, welcoming 27 new enterprises and expanding our family to nearly 130 members in 2023. More strategic collaborations were inked with three enterprises – the Agency for Integrated Care, Home Team Academy and Kydon Holdings – to develop industry-centric training pathways. At the same time, our inlab innovLogue continued its ongoing bimonthly dialogue with stakeholders, with the aim of bridging research and practice for better learning outcomes. For the first time, we brought the engagement offsite in an event hosted with Jurong Town Corporation and Advanced Manufacturing Training Academy.

This year, we also redesigned our WSQ Diploma in Design and Development of Learning for Performance programme, giving more flexibility and accessibility

to working adults to learn at their own pace and time. Participants will enjoy greater latitude to explore a wide variety of instructional strategies, including future-oriented pedagogical practices using tools such as generative artificial intelligence, to enhance workplace performance outcomes.

It is also IAL's vision to be the nexus of an internationally recognised adult learning ecosystem. To promote thought leadership, we held The Digital Futures of Work Global Conference this year in partnership with Cardiff University and programme partners from Bristol University and Oxford University, bringing more than 400 international delegates together to delve into the complexities of artificial intelligence and the future of work. We also partnered closely with ETH Zurich to synthesise and integrate the principles of productive failure to deepen learning, and to develop implementable strategies for adult teaching.

Moving ahead, while we continue to deepen and widen our efforts to address the future of work, we look forward to the steadfast and sustained support and cooperation from all our stakeholders in the adult learning ecosystem.

Highlights of the Year 2023

<h2>JAN</h2> <ul style="list-style-type: none"> • First Intake: WSQ Advanced Certificate in Learning and Performance 2.0 • Memoranda of Understanding with Microsoft Singapore and Singapore National Eye Centre 	 <h3>18,562</h3> <p>WSQ Courses Training Places</p> <p>ACLPL, ACLPL 2.0, DDDLPL, DDDLPL 2.0, WLF</p>	<h2>FEB</h2> <p>'Towards Safe and Harmonious Workplaces in Singapore' Online Forum</p>
 <p>1,223 Adult Education Network Members</p> <p>96 Adjunct Adult Educators</p>	<h2>MAY</h2> <p>Adult Educators' Day</p>	<h2>JUN</h2> <p>Pilot run: innovDev Workshop</p>
<h2>AUG</h2> <p>IAL Learning Festival</p>	<h2>OCT</h2> <ul style="list-style-type: none"> • Launch of the Accelerated Industry-centric Training Pathway • Learning Enterprise Alliance Awards Ceremony • Memoranda of Understanding with Kydon Holdings, Agency for Integrated Care and Home Team Academy • IAL Graduation Ceremony 	 <h3>1,091</h3> <p>Non-WSQ Training Places</p> <p>CPD, GC, MBX</p>
 <h3>2,709</h3> <p>Adult Education Professionalisation Professionals Recognised</p>		<h2>NOV</h2> <ul style="list-style-type: none"> • The Digital Futures of Work Global Conference • Adaptive Learning Roundtable • Continuing Professional Development of Adult Educators in Indonesia

PRACTICE

Deepening Competencies

of Training and Adult Education Professionals

As the Training and Adult Education sector evolves, IAL refreshes its programmes and explores new pedagogical approaches and learning solutions for lifelong learning to be effective.



Future-Ready Curriculum Developers and Designers

The WSQ Diploma in Design and Development of Learning for Performance has been a key programme at IAL to prepare participants to be effective curriculum developers and instructional designers for WSQ-certifiable and SkillsFuture-funded courses.

During the year, IAL redesigned the WSQ Diploma in Design and Development of Learning for Performance programme to offer more flexibility and accessibility for TAE professionals to learn at their own pace and time. The revision also eliminated the need for project host organisations and reduced the programme pre-requisites. With fewer barriers to entry, participants would graduate and start developing courses in the TAE sector more quickly.

The redesign, based on feedback gathered from various stakeholders and validated by the industry, ensured the programme was up-to-date in meeting industry needs and supporting learners. New content included future-oriented pedagogical practices that build learning-to-learn capabilities, and the latest technology tools such as generative artificial intelligence to support curriculum design and development work. Participants now have

the latitude to explore a wide variety of instructional strategies suitable for classroom learning, technology-enabled learning, and workplace learning, and to create blended learning experiences and user-centric learning and assessment to enhance performance outcomes in the workplace.

In the redesign, the 13-month programme was restructured into six modules that can be completed in six months if participants take two modules concurrently. Participants can also tailor their learning experiences according to their schedules, with the flexibility to decide on the programme duration, and to start and end the programme with any module.

The first run of the WSQ Diploma in Design and Development of Learning for Performance 2.0 was rolled out in January 2024.



Productive Failure: Embracing and Rewarding Intelligent Mistakes in Learning

IAL pioneered a forward-thinking practice of infusing the principles of deliberately designed 'failure' into learning, allowing learners to pick up critical core skills required to solve complex and ambiguous real-world problems.

This year, IAL successfully translated the theoretical principles of 'Productive Failure' into practice for adult learning. It was the result of a fruitful collaboration with Professor Manu Kapur, the creator of productive failure and adult educators including co-developers from the National Healthcare Group, Cares Institute; Health Management International; National Institute of Early Childhood Development, and Singapore Training and Development Association.

Underlying the project imperative is the belief that productive failure can deepen learning and build resilience and agility in learners. When a learning environment is designed deliberately to bring about failure in a task, together with carefully designed provision of psychological safety, participants have the opportunity to innovate and explore solutions to complex and novel problems as well as to learn from their mistakes.

Lasting one-and-a-half years, this project was a first in the world to experiment with, formulate and implement evidence-based strategies of productive failure into the practice of adult learning.



Learning Journeys for Adult Educators

IAL's Adult Education Network members continued to benefit from learning journeys to gain valuable industry knowledge and real-world insights to be incorporated in their practice.

Five learning journeys were held in 2023. The first two learning journeys were held in Singapore Polytechnic's Food Innovation and Resource Centre, and Advanced Manufacturing Centre where close to 50 members learned about the various innovations in other sectors. The third learning journey brought over 30 members to the Singapore Flying College. The fourth brought more than 50 members to Nanyang Polytechnic's School of Engineering to explore emerging technologies that can increase productivity and transform work. The fifth was a visit to Republic Polytechnic's Centre of Innovation – Supply Chain Management, where 46 members learned about innovations in supply chain management and other applications in enterprises.





Celebrating the TAE Community's Achievements

IAL organised the Adult Educators' Day in May 2023 to recognise the contributions of the TAE community. The guest-of-honour was Ms Gan Siow Huang, Minister of State for Education and Manpower, who joined in a panel discussion on 'How Changes in the Future of Work and Learning Will Impact the TAE Sector.' Close to 150 adult educators attended the event.





On 5 October 2023, IAL hosted the TAE Exchange 2023, themed 'Where Ideas and Connections Thrive'. This inaugural event provided a unique platform for TAE professionals to collaborate and co-create new Continuous Professional Development (CPD) constructs. In addition, there were ample chances for participants to network and learn about IAL's value proposition as a sectoral leader in supporting them and the larger TAE ecosystem.





On 27 October 2023, the IAL Graduation Ceremony celebrated the achievements of more than 200 graduands from the WSQ Diploma in Design and Development of Learning for Performance and the Master of Learning and Professional Development programmes.





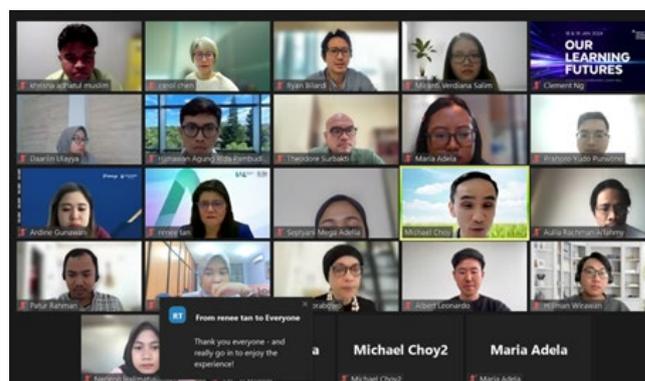
Upskilling of TAE Professionals Across Borders

This year, IAL took its Singapore-branded adult learning expertise overseas for the first time, for the continuing professional development of TAE professionals in Indonesia.

In 2023, IAL worked closely with Prakerja, its counterpart in Indonesia, to provide continuing professional development of Indonesian adult educators. It was the first time IAL had brought its expertise in adult learning to the international stage so that professionals operating in similar sectors could benefit from its thought leadership.

Two courses were identified to equip Indonesian adult educators with the knowledge to design and deliver courses that strengthen learning outcomes. They were the 'Six Principles of Learning Design', and 'Drive a Highly Engaging Online Learning Experience', which were conducted online for 20 adult educators in Indonesia in November 2023.

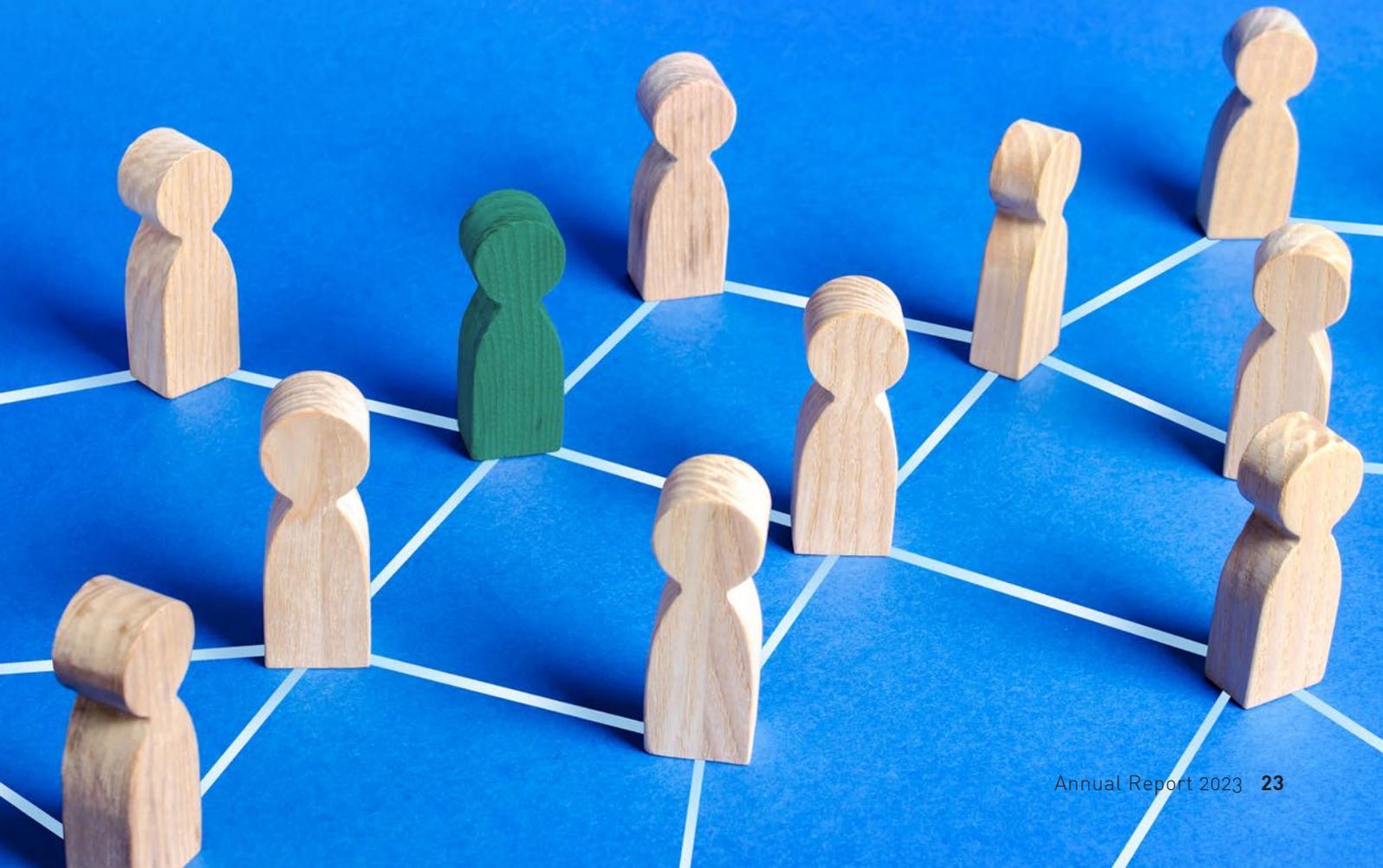
As both courses received positive feedback from participants, IAL plans to explore similar arrangements to deliver IAL's courses to overseas participants.



ECOSYSTEM

Widening the Enterprise Learning Network

IAL continues to engage with enterprises to encourage them to sustain workplace learning and learning innovation efforts for business transformation.



More Enterprises Committed to Workplace Learning

The Learning Enterprise Alliance, IAL's knowledge network of curated enterprises from diverse industry sectors and profiles, expanded to welcome another 27 enterprises committed to workplace learning.

In 2023, the total number of enterprises under IAL's Learning Enterprise Alliance reached almost 130, with the addition of 27 new enterprises from diverse industry sectors ranging from electronics and engineering to healthcare and real estate. The Award Ceremony to welcome these new enterprises was held on 20 October 2023, graced by IAL's Special Guest Mr Lim Swee Say, Chairman, NTUC LearningHub and addressed by Ms Gan Siow Huang, the Minister of State for Education and Manpower.

The Learning Enterprise Alliance encourages its members to utilise workplace learning as a catalyst for workplace transformation. This involves participating in 100- hour projects, supported by IAL consultants, spanning a duration of six to nine months.

These projects aim to achieve one or more of the following key outcomes:

- Employee Professionalism
- Operational Efficiency
- Job Redesign
- Digitalisation and Automation

Under the National Centre of Excellence for Workplace Learning (NACE) network, IAL is a programme partner of SkillsFuture Singapore. As a NACE centre, it offers funding scheme to local enterprises, including small and medium enterprises, to build their work-study capabilities and enhance their workplace learning solutions.





Learning Enterprise Alliance Members (2023)

- Alliance 21
- Al-Mukminin Mosque
- A*STAR's National Metrology Centre
- Avon Service
- Bethesda Medical
- BIOTRONIK APM II
- FarEastFlora.com
- FirstCom Academy
- Food Collective
- GreenGarden Services
- Huttons Asia
- IES Academy
- Inspro Insurance Brokers
- Kim San Leng (Soon Lee)
- Macnica Cytech
- Muslimin Trust Fund Association
- Netatech Engineering
- Pipe Rehabilitation
- Sengkang General Hospital
- Singapore National Eye Centre
- SJ Defence Services
- So Drama! Entertainment
- Straits Interactive
- The Singapore Armed Forces, Institute for Military Learning
- Tuber Productions
- WhiteCoat Holdings
- Yeap Transport

Deeper Collaborations with Enterprise Partners

IAL forges deeper partnerships with some enterprises who are inspired to collaborate further to expand their workplace learning efforts after completing their Learning Enterprise Alliance projects.

In 2023, IAL inked memoranda of understanding with three organisations from the private and public sectors during the Learning Enterprise Alliance Award Ceremony. These partner organisations share IAL's common purpose of boosting upskilling through workplace learning and the use of digital capabilities. They work closely with IAL to jointly identify workforce development and innovation needs and co-create continuous professional development programmes and training to address their specific needs effectively.

From the private sector, Kydon Holdings will focus on digital transformation strategies and create bite-sized learning assets and content creation tools. To support its efforts, IAL will contribute its expertise in pedagogical outcomes to ensure content efficacy.

From the public sector, the Agency for Integrated Care will enhance its workforce capability for the community care sector through professional development and digital transformation initiatives, particularly for adult educators within the industry. The Agency will also support IAL in workplace learning projects to enhance the upskilling needs for the sector. The other public sector partner, the Home Team Academy, plans to amplify the professional development of the Home Team Departments. This includes a blend of technology-driven training and traditional methods, complemented by formal programmes from IAL and the Singapore University of Social Sciences, digital badge recognitions, and event collaborations.

Throughout the year, IAL's Centre for Workplace Learning and Performance explored other potential partnerships with enterprises. This resulted in the inking of a further two memoranda of understanding with Microsoft Singapore and the Singapore National Eye Centre in 2023.



Accelerated Industry-Centric Training Pathway

The new Accelerated Industry-Centric Training Pathway aims to turn line professionals into effective trainers who can conduct SkillsFuture Singapore-approved certifiable programmes in their respective industries and trade.



In August 2023, IAL launched the Accelerated Industry-Centric Training Pathway to equip line professionals with deep skills and knowledge in learning pedagogy. These professionals-turned-trainers can combine their new capabilities with their extensive work experience to conduct selected SkillsFuture Singapore-approved certifiable programmes relevant to their industries.

The first pathway was rolled out for the public transport sector, with SBS Transit's senior bus captains in the pioneer batch. Upon completing this pathway, the senior bus captains, who also serve as service mentors, will gain recognised coaching competencies and best practices to pursue careers as driving instructors within the public transport sector. They also have the potential to design training programmes that empower junior bus captains to apply what they learn effectively on the job, ensuring that learning is ongoing and integrated. Through this accelerated pathway, SBS Transit aims to train 80 bus captains over three years.

Developed in partnership with NTUC LearningHub, the Accelerated Industry-centric Training Pathway will be expanded into the healthcare and social service sectors in the near future.

innovDev Workshops for Enterprises

IAL relaunched the innovDev workshop to upskill enterprises in incorporating technology-enabled learning tools in their course design and delivery. Through the workshops, IAL is able to transfer blended capabilities to training providers and educators from enterprises.

The five-hour innovDev workshop gives training providers and enterprises' learning and development staff hands-on experiences in curriculum redesign. Post-workshop, they have access to IAL consultants who will review and critique their redesigned courseware. Participants can also advance to the full innovDev Coaching Programme to enjoy up to 25 hours of consultancy services with funding support available for expert advice on technology-enabled learning.

Two pilot runs were held in 2023, which attracted 19 participants from 17 enterprises in the first workshop, and 41 participants from 27 enterprises in the second workshop. Due to the success of these pilot runs, more innovDev workshops will be lined up in the following year.



innovLogue 2023: Closer to Enterprises

IAL's innovLogue sets out to bridge research and practice to realise IAL's vision of research-informed practice. The sessions, held once in two months, features specially invited 'gurus' and expert practitioners.

In 2023, IAL organised its first offsite innovLogue, co-hosted with Jurong Town Corporation and Advanced Manufacturing Training Academy on the new challenges of innovative tools and approaches in augmenting the role of human capital and skills in Industry 4.0.

Besides discussing on the skills gaps and training needs in the manufacturing industries, participants explored how to tap into the digital twin and augmented and virtual reality technologies to advance workforce capabilities, automation and productivity. They also looked at innovative learning approaches to develop green skills for the emerging sustainability sector.

The event recorded 55 on-site attendees and 167 online participants from manufacturing companies, solution providers, institutes of higher learning and private training providers.



Learning Innovation Boost

The innovPlus Challenge, organised by IAL, provides funding of up to \$200,000 to each winning enterprise to develop an innovative, feasible and scalable prototype that advances continuing education and training practices and outcomes.

IAL continued to hold its innovPlus Challenge, a competitive learning innovation challenge for enterprises encountering obstacles that impede effective learning within their workforce. Participating enterprises collaborate with solution partners to co-create innovative solutions to overcome their specific learning challenges.

In 2023, IAL awarded the highest-ever number of innovPlus Challenge grants, to 10 winning enterprises. The first run of the year attracted eight submissions, with six grants awarded, while the second run of the year awarded four grants from the six submissions received.

innovPlus Challenge Winners 2023

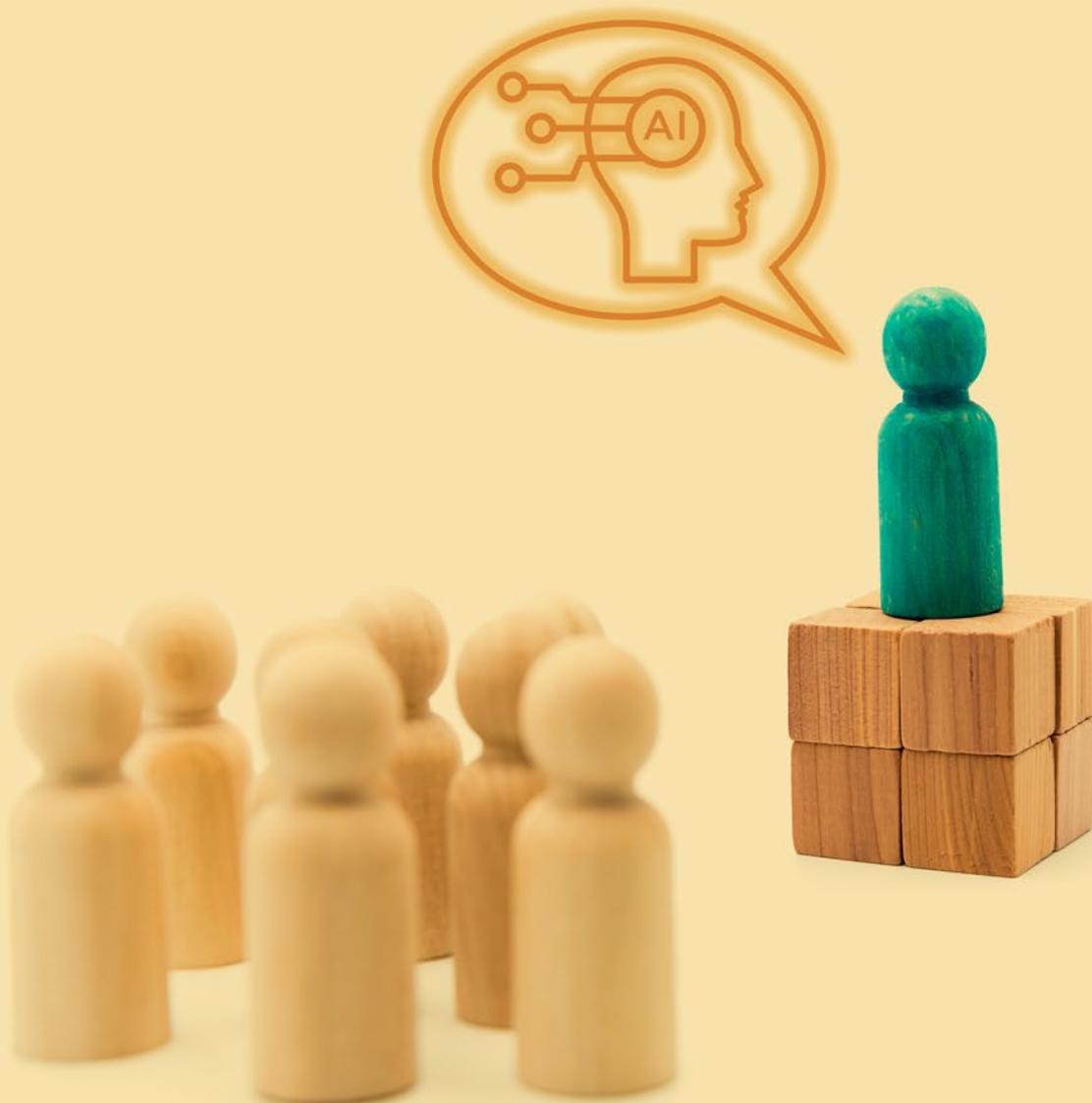
- **ChatLearning**
By FollowTrade and Red Hare Studios
- **Enhancing the Informed Consent Process for Complex Surgical Procedure**
By Khoo Teck Puat Hospital and MAGES Studio
- **Simulation-based Training to Prepare for Screening Seniors in the Community Context**
By Kwong Wai Shiu Hospital and Nudgyt
- **Immersive Digital Learning Incorporating Adaptive Feedback for Surgical (Brain Aneurysm) Training**
By National Neuroscience Institute and UpCode
- **Crucible: Radiology Training to Manage Adverse Events Related to Contrast Media**
By Radiological Sciences SingHealth and Playware Studios
- **CritCareOTG – Mobile application game for ICU Nurses**
By Sengkang General Hospital and MAGES Studio
- **Jia Ying Seniors Wonderful! 佳音乐邻玩得福!**
By Jia Ying Community Services Society, Republic Polytechnic and Biologic Technik
- **Interactive Learning of Vaccination and Diabetic Foot Screening for Nurses**
By SingHealth Polyclinics and FXMedia Internet
- **Dynamic Development of Dignity, Digitally**
By Skillseed and PAC-GEM International
- **Adaptive Learning and Competency-mapping for the Green Economy**
By WeavInsight and NavDeck

LEADERSHIP

Driving

Thought Leadership in Adult Learning

IAL is committed to applied and innovative research to build on its knowledge base on adult learning to be shared with the industry.



Changing Mindsets on the Digital Futures of Work

IAL's Digital Futures of Work Research Programme had uncovered unconventional findings that was extensively discussed at a conference organised for the global community.

IAL held The Digital Futures of Work Global Conference in November 2023 to delve into the complexities and realities of artificial intelligence and the future of work. The conference was held in partnership with Cardiff University, Oxford University's Centre on Skills, Knowledge and Organisational Performance, and Bristol University.

It brought together a global group of societal leaders, including corporate leaders, technologists, heads of education and training, national and international policymakers, and social partners. In addition to 250 in-person local and international delegates from 10 different countries, over 300 participants from many countries joined the conference virtually.

The purpose of the conference was to convene different segments of society in an open dialogue to discuss the findings from IAL's Digital Futures of Work Research

Programme, conducted between 2019 and 2023. This research programme had extensively studied artificial intelligence and the future of work, examining patterns of activity across leading digital hubs around the world, including Silicon Valley, Singapore, London, Seoul, Helsinki, Berlin and more. For the first time, a set of mind-changing infographics was developed and launched at the conference. The infographics presented counter-cultural research findings in a compelling manner for a global audience, helping stakeholders and changemakers to better understand the findings.

The conference uncovered a challenging future of work ahead and inspired delegates to take a markedly different approach to education and training, and other aspects of policy. It also provided networking opportunities for possible collaborations among stakeholders – including enterprises, institutes of higher learning, policymakers and social partners – to be initiated.



Learner-Centricity in Focus

Adaptive learning, which interactively personalises learning experiences to the unique needs of individuals, could shape the future of learning across industry sectors.

IAL held a roundtable on 3 November 2023 to discuss the transformative impact adaptive learning could have on business and employee training paradigms. The roundtable explored the multi-faceted applications of adaptive learning and examined how tailored and personalised learning experiences could align with the preferences of 'Generation Z' and millennial learners.

Invited speakers to the event included Mr Conor O'Sullivan, CEO and Founder of Adaptemy; Mr Daniel Mccrea, Head of Partner Services from Adaptemy; Mr Camil Torabully, Edtech Program Leader APAC from Amazon Web Services; Ms Shree Chadramogan, APAC Publishing HR and Business Partner from Riot Games, and Dr Lye Che Yee, Senior Lecturer in Teaching and Learning Centre from Singapore University of Social Sciences.

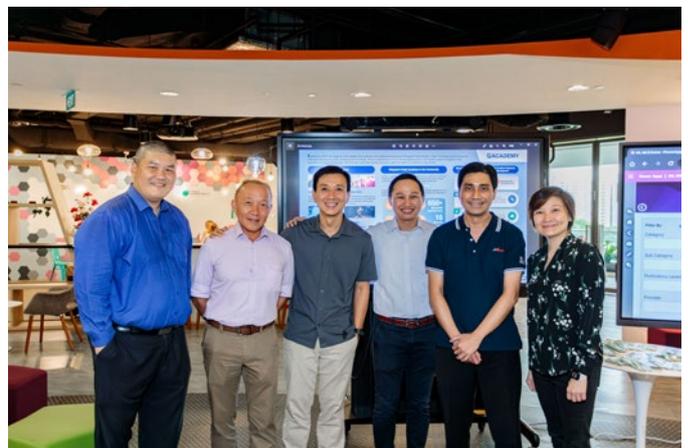
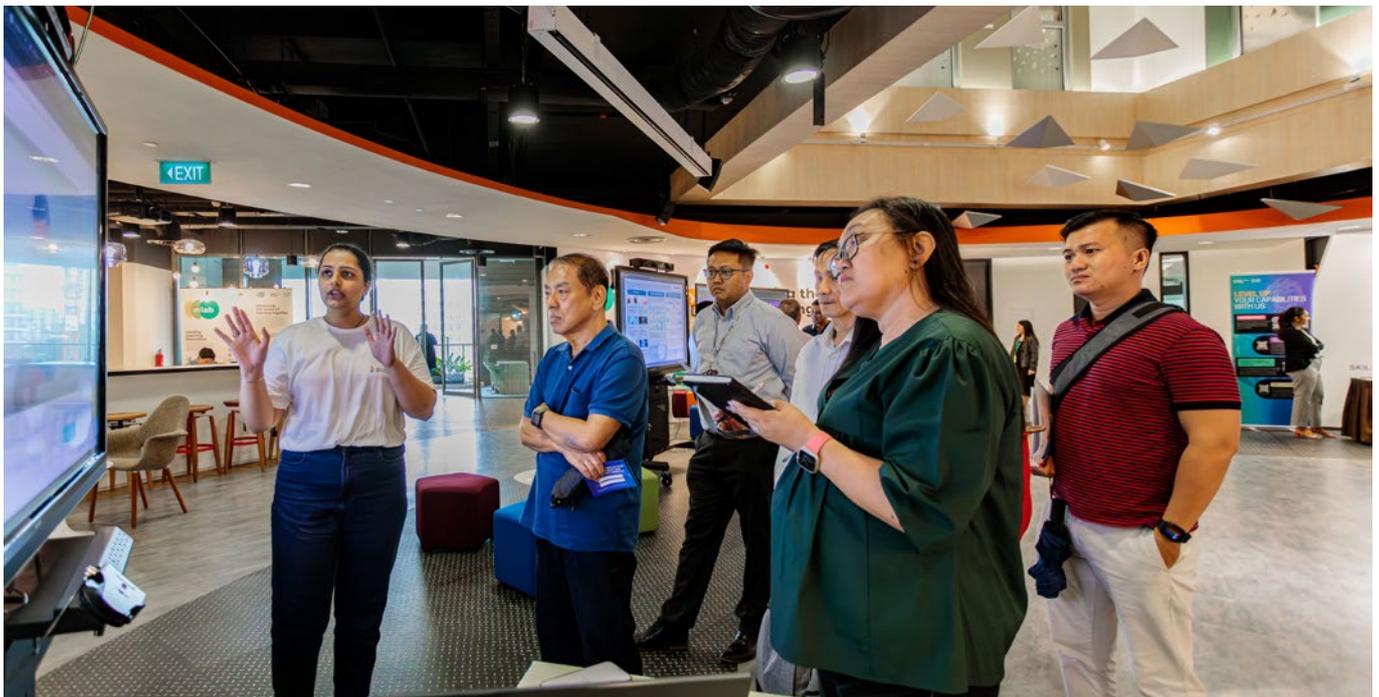
The roundtable attracted 54 participants from 29 training providers and enterprises.



Showcase of Learning Technology in Action

The IAL Learning Festival was held in conjunction with the SkillsFuture Festival in August 2023, focusing on technology innovations in the continuing education and training sector.

In 2023, the IAL Learning Festival featured three sessions of immersive, personalised and interactive learning experiences, elevated workforce readiness and turning pre-recorded videos into interactive social games. All showcases demonstrated the use of generative artificial intelligence in content creation. These sessions were co-presented by Eon Reality, Empathy and Puzzle.



Employee Well-Being at Work

IAL concluded a research project and shared its insights on the understudied and underreported topic of workplace misbehaviours and mistreatment in Singapore.

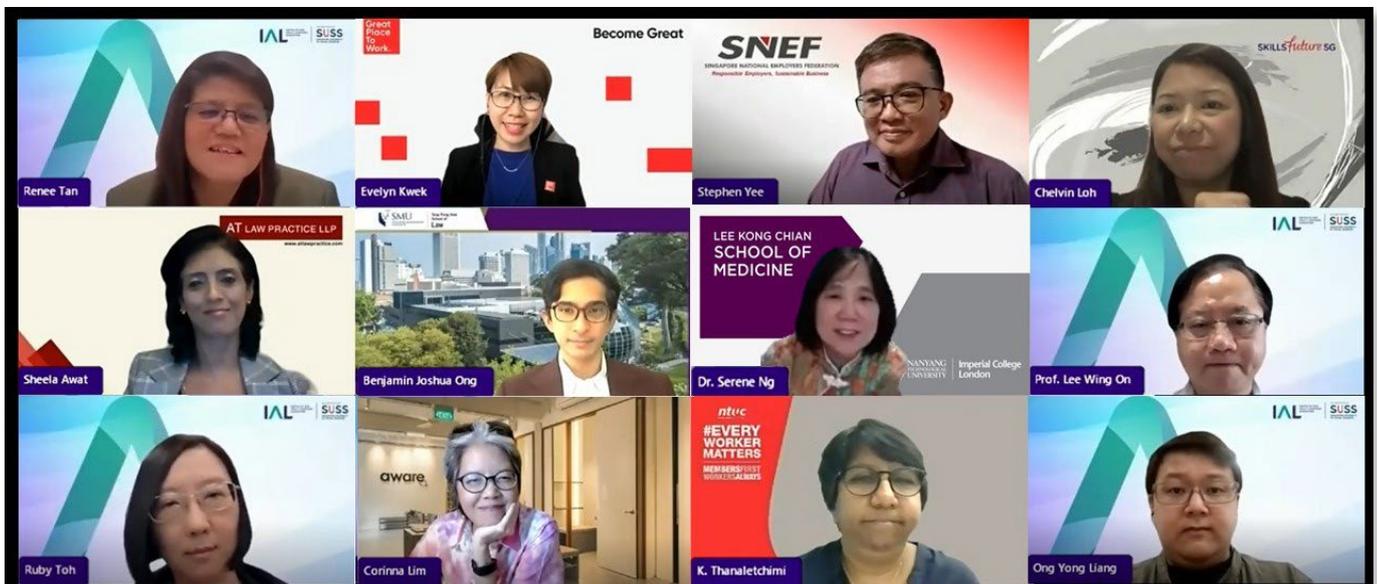
In February 2023, IAL held an online forum themed 'Towards Safe and Harmonious Workplaces in Singapore'. The event brought together a panel of 12 practitioners and legal experts from IAL, SkillsFuture Singapore, Singapore National Employers Federation, National Trade Union Congress, Association of Women for Action and Research, Nanyang Technological University and Singapore Management University to discuss concerns and strategies to alleviate workplace misbehaviours and mistreatment, in line with the ongoing nationwide effort to build safer and more inclusive workplaces in Singapore.

The forum was timely in sharing the findings of IAL's research conducted in 2021-22 on the impact of workplace misbehaviours and mistreatment on employee well-being, productivity and staff turnover. The study surveyed and interviewed 100 workplace victims, and 21 human resource practitioners and senior executives from agencies that

provide support for such victims. It also obtained consensus opinion through a Delphi study on a panel of 20 experts on strategies that could reduce such incidents at the workplace.

These included providing legislative support and a national framework to guide employers on best practices to improve the management of workplace misbehaviour concerns and workplace well-being, and resources and recommendations for workers who face such incidents. Education institutions should also include content on workplace misbehaviours and mistreatment, workers' rights and the recourses available. Companies too could adopt various strategies to mitigate these incidents, such as having established channels and procedures for complaints, and training supervisors in soft skills such as leadership, team building and effective communication, as well as in managing workplace misbehaviour issues and providing support to victims.

Panel discussion with practitioners and thinkers from various organisations such as SkillsFuture Singapore, Singapore National Employers Federation and National Trades Union Congress.

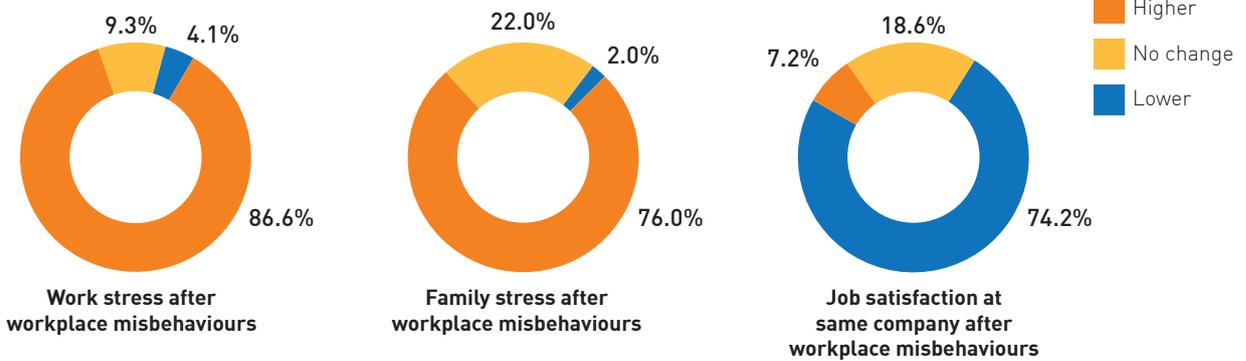


According to IAL's study, the prevalence of workplace misbehaviours and mistreatment increased by 36.4% since the onset of the COVID-19 pandemic. The study surveyed victims, who were typically from a minority group in the workplace with high power distance from the perpetrators, who were typically male and older supervisors or managers.

The incidents had a negative impact on employee productivity and well-being. Some of the victims surveyed were unable to perform their usual work activities (11.0%) or took leave of absence (32%). Most reported experiencing

higher stress at work after the incidents (86.6%), which translated into higher stress at home (76.0%), poorer job satisfaction (74.2%), and depression (42.0%). Almost half of the victims resigned from the organisation, and three in five of these left the industry completely, not wanting to have any future interactions with the perpetrators. Some unemployed victims became discouraged from searching for other jobs (23.0%); some became depressed (42.0%) and developed or worsened their addictive behaviours such as drinking and smoking (26.0%). Of the victims surveyed, 27.4% said they never fully recovered.

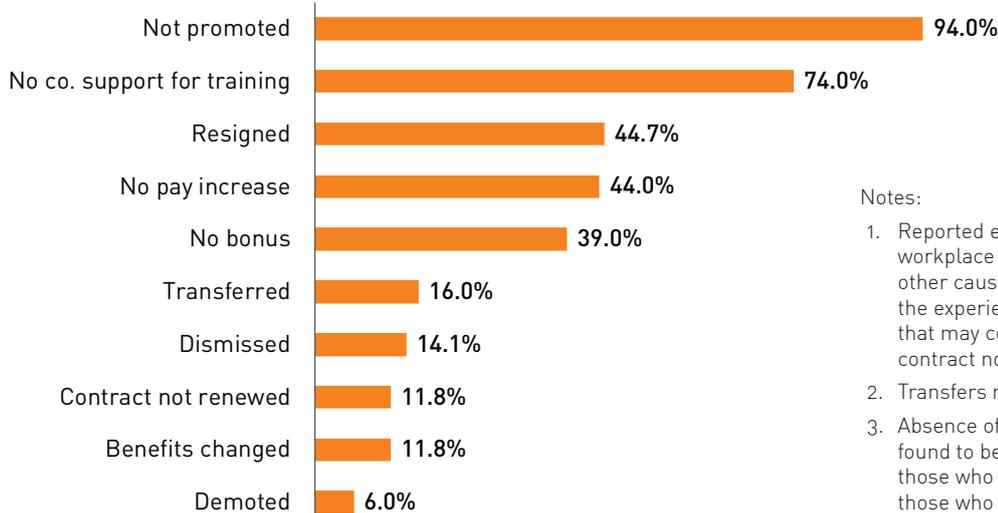
IMPACT OF WORKPLACE MISBEHAVIOURS ON WELL-BEING



Note: Based on a 10-point Likert scale before and after the most recent workplace misbehaviours experience

Some victims experienced an adverse impact on their career in terms of pay freeze (44.0%), dismissal (14.1%), contract non-renewal (11.8%) and demotion (6.0%). Many did not receive company support for training (77.0%) and training in new skills (85.0%) after experiencing the workplace misbehaviour and mistreatment.

IMPACT OF WORKPLACE MISBEHAVIOURS ON CAREER

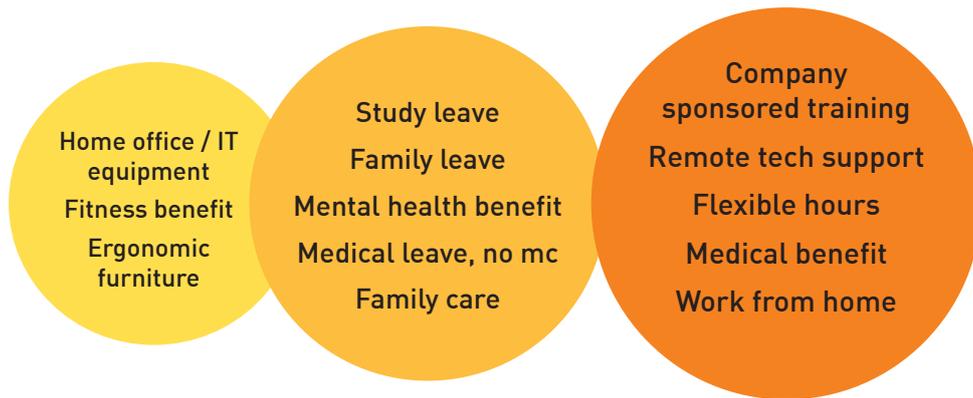


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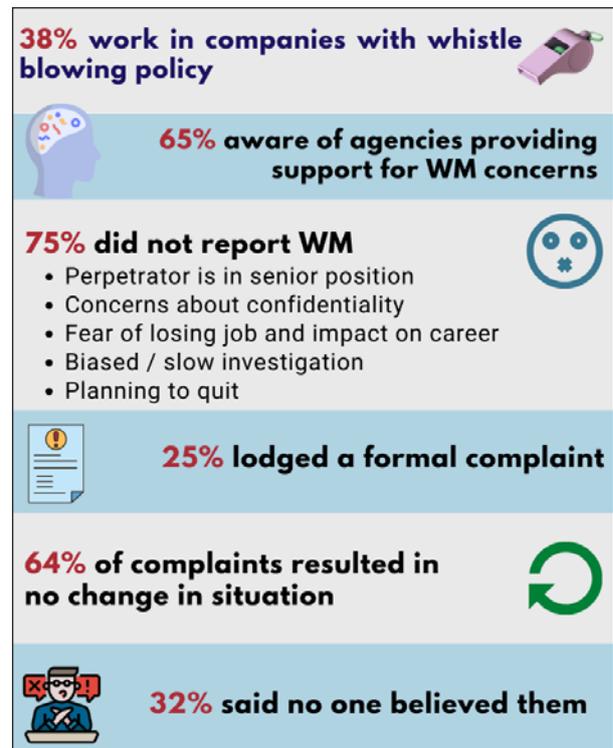
1. Reported experiences by victims after workplace misbehaviours, not based on other causal factors that may result in the experience, e.g., other circumstances that may contribute to no promotion or contract non-renewal.
2. Transfers may be sought by the victim.
3. Absence of company support for training found to be significantly different for those who made a formal complaint vs those who did not make a complaint.

Less than half (45.0%) of the victims surveyed thought of lodging a formal complaint, and only one in four did so. Besides the possible adverse impact on the career, there were concerns about the integrity, confidentiality, anonymity and other matters related to the investigation and its process, or a belief that it was simply useless to go against the perpetrator who is typically of higher authority.

Among the few companies that participated in the study, estimated cost savings from poor work performance and resignations per dollar spent on well-being benefits averaged \$406 per annum. The common well-being benefits offered over and above statutory requirements include:



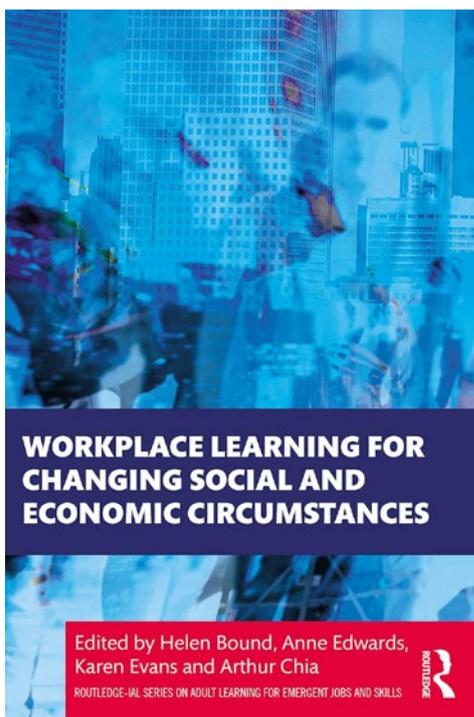
Workplace Misbehaviour and Mistreatment (WM) in Singapore



Scan the QR code to check out more insights from the study



Key Publications and Invited Presentations



Books

Bound, H., Edwards, A., Evans, K., & Chia, A. (Eds.). (2023). **Workplace Learning for Changing Social and Economic Circumstances**. Taylor & Francis

Tan, J., & Lee, W. O. (Eds.). (2023). **Making Employee-Driven Innovation Achievable: Approaches and Practices for Workplace Learning**. Taylor & Francis

Journal Publications and Book Chapters

Chen, Z., & binte Hardy, S. (2023). **Snapshot of the present, glimpse into the future: impact of COVID-19 on higher education and adult training**. *International Journal of Mobile Learning and Organisation*, 17,(1/2), 76-92. DOI: 10.1504/IJMLO.2023.10044417

Chen, Z., & Tan, B. Z. (2023). **An International Comparison of Online Learning Transition During COVID-19**. *eLearn*, 2023(3).

<https://doi.org/10.1145/3590200.3585390>

Chen, Z., & Murphy, I. (2023). **Domain and pedagogical competency and currency: A framework for capability development of adult educators**. *Journal of Adult and Continuing Education*, 29(1), 273-293.

<https://doi.org/10.1177/14779714221125494>

Chen, Z. (2023). **Building Strong Adult Education Partnerships for the Wellbeing of the Aviation Workforce During the COVID-19 Pandemic**. In *Promoting the Socio-Economic Wellbeing of Marginalized Individuals Through Adult Education* (pp. 1-16). IGI Global. <https://doi.org/10.4018/978-1-6684-6625-4.ch001>



Brown, P., & Sadik, S. (2023). **The Future of Education, Employability, and Work in Asia-Pacific.** In International Handbook on Education Development in Asia-Pacific (pp. 1-17). Singapore: Springer Nature Singapore. https://doi.org/10.1007/978-981-16-2327-1_60-1

Bound, H. (2023). **Pawn or Agent in the Lifelong Learning Agenda.** In International Handbook on Education Development in the Asia-Pacific (pp. 361-378). Singapore: Springer Nature Singapore. https://doi.org/10.1007/978-981-16-2327-1_41-1

Toh, R. (2023). **Career mobility planning A multi-step approach: Industry voice.** Skills Demand for the Future Economy 2023-24, 89-90. SkillsFuture Singapore

Keynote and Invited Presentations

Chen, Z. (2023, May). **Demystifying work motivation, job quality and work effort.** Keynote speaker at the 2nd World Conference on Psychology and Behavioral Science 2023, London, UK

Chen, Z. (2023, January). **Innovation in training and adult education in Singapore: opportunities and challenges.** Invited speaker at the 2023 7th Annual Global Congress of Knowledge Economy, Sapporo, Japan

Sheng, Y. Z. (2023, July). **Challenges faced by senior learners in online learning.** Invited speaker and panellist at the Inclusive Lifelong Learning Conference, Bali, Indonesia

Sadik, S. (2023, November). **Digital Futures of Work and Learning: What's Ahead?** Plenary speaker and panellist at the eLEARNING Forum Asia 2023 conference (eLFA2023)

Toh, R. (2023, December). **Labour Mobility in Singapore.** Invited speaker at the 2023 Australian Centre for Career Education Conference: Career Development in a Changing World, Melbourne, Australia

Conference Presentations

Toh, R. & Ong, Y. L. (2023). **Towards More Inclusive and Safer Workplaces: The Delphi Approach in Improving Workplace Discrimination and Harassment Policies and Practices.** [Paper Presentation] 5th International Conference on New Trends in Social Sciences, Brussels, Belgium

Chen, Zan. (2023). **Forging dynamic capabilities of training providers for the development of a resilient workforce.** [Paper Presentation] The 32nd National VET Research Conference "No Frills", Melbourne, Australia

Bi, X.F., & Tan, B.Z. (2023). **Critical Core Skills Profiling and Development in Singaporean Workforce.** [Paper Presentation] The IAFOR International Conference on Education in Hawaii (IICE2023), Hawaii, United States

Tan, B. Z., & Sheng, Y. Z. (2023). **Learning Motivation of Adult Learners during the Transition to Fully Online Learning due to COVID-19.** [Paper Presentation] The IAFOR Asian Conference on Education & International Development (ACEID2023), Tokyo, Japan

Sheng, Y. Z., Lin, M. (2023). **The Impact of Singapore's SkillsFuture Credit on Training Participation.** [Paper Presentation] The IAFOR Asian Conference on Education & International Development (ACEID2023), Tokyo, Japan

Media Features and Interviews

Toh, R. (2023, February 21). **Commentary: Tackling workplace discrimination needs more than legislation - staff training is essential too.** TODAY. <https://www.todayonline.com/commentary/commentary-tackling-workplace-discrimination-needs-more-legislation-staff-training-essential-too-2112691>

Sadik, S. (2023, February19). **Interview for CNA documentary "Measuring Meritocracy"**

Community Support

In 2023, IAL adopted Kindle Garden as its Corporate Social Responsibility partner. Kindle Garden, a SPARK-accredited pre-school run by AWWA, is Singapore's first curated inclusive pre-school, providing a safe, fun, and holistic environment for children of all abilities, established in 2016. Kindle Garden's programmes are accessible to all children, including those diagnosed with additional needs such as global developmental delay, cerebral palsy, Down syndrome, and hearing and visual impairment.

On 4 October 2023, 18 IAL staff spent the morning playing games and conducting engaging activities for 78 kids aged between two and six. The activities included mini-relay games, song and dance, art and paint play, as well as the presentation of IAL goody bags in celebration of Children's Day.



Governance and Risk Management

Organisational Governance

IAL recognises that good governance is crucial in realising its vision to be the national centre of excellence in learning, practice and research for continuing education and training. The IAL Charter, contains fundamental principles of continuing significance to the governance of the institute. IAL's management and staff are required, in their respective capacities, to act at all times in the best interest of the institute. Policies and procedures are in place to promote effective performance and operations, prevent potential conflict-of-interest situations, and uphold a high standard of integrity to maintain trust and confidence from stakeholders.

As an autonomous institute of Singapore University of Social Sciences (SUSS), the corporate governance in place at SUSS is also adopted by IAL. This includes the adoption of the Conflict-of-Interest and Whistle-Blowing Policy, and participation in internal audits.

Audit and Risk Committee

At IAL's helm is the IAL Council which provides strategic directions and good stewardship for the institute. The Audit and Risk Committee assists the IAL Council in ensuring that the institute has a rigorous and robust system of internal controls for proper fund management and disbursement. The committee also oversees IAL's financial and audit systems to ensure financial integrity and provide oversight on the monitoring of IAL's risks. Members of the Audit and Risk Committee are appointed for a period of three years, in line with the office term of the IAL Council members.

The committee in 2023 comprised:

- **Professor Ho Yew Kee (Chairman)**
Co-Chairperson, AccTech Centre Advisory Committee, Singapore Institute of Technology
- **Ms Ang Bee Lian**
Senior Advisor
Ministry of Social & Family Development
- **Mr Tan Wee Beng**
Deputy Chief Executive (Operations & Regulation)
SkillsFuture Singapore

Enterprise Risk Management

IAL has an Enterprise Risk Management (ERM) Framework to proactively measure, manage and report strategic, operational and technology risks. The framework is aligned with SUSS' ERM framework to facilitate risk oversight at the university level, with the flexibility to accommodate IAL's specific strategic and operational risks and opportunities.

Management and operational teams conduct quarterly ERM reviews to identify risks and assess new and emerging risks. There were on-going efforts to refine the risk mitigating actions and key risk indicators to better manage risks. IAL taps on its pool of colleagues trained in ISO 9001:2025 Quality Management System internal audits to check on policy and procedure compliance as well as provide management assurances on risk control actions.

IAL regularly conducts risk clinics and awareness sessions in key areas such as procurement, contracting and information technology to strengthen the institutional risk management culture, practices and governance.

Financial Highlights

Statement of Comprehensive Income

As at 31 December 2023

	Note	Jan to Dec 2023	Jan to Dec 2022
		\$'m	\$'m
Income			
Operating income		17.21	12.05
Grant income	A	26.51	21.01
Total operating income		<u>43.72</u>	<u>33.06</u>
Expenditure			
Depreciation expense		-0.46	-0.54
Other operating expenditure		-28.87	-29.63
Total operating expenditure		<u>-29.33</u>	<u>-30.17</u>
Non-operating income	B	0.23	0.13
Net surplus / (Deficit)		<u>14.62</u>	<u>3.02</u>

Notes

- Grant Income includes the SkillsFuture Singapore grants and subsidies
- Non-operating income includes interest earned from Fixed Deposit & Current Account
- The financial information presented here is preliminary, unaudited & subject to revision upon completion of the Institute's closing and audit processes
- IAL is an autonomous Institute of the Singapore University of Social Sciences (SUSS), and its accounts are consolidated within that of SUSS

Financial Highlights

Statement of Financial Position

As at 31 December 2023

	Jan to Dec 2023 \$'m	Jan to Dec 2022 \$'m
Assets		
Non-current Assets		
Plant and equipment	0.60	0.83
Right-of-use assets	2.28	3.43
Total non-current assets	2.88	4.26
Current Assets		
Receivables and prepayments	21.45	9.34
Cash and bank balances	13.10	16.20
Total current assets	34.55	25.54
Total Assets	37.43	29.80
Liabilities and Equity		
Non-Current Liabilities		
Provision of Reinstatement	0.91	0.91
Lease liabilities	0.60	2.00
Total Non-Current Liabilities	1.51	2.91
Current Liabilities		
Payables and advances	10.12	15.99
Lease liabilities	1.77	1.49
Total current liabilities	11.89	17.48
Total Liabilities	13.40	20.39
Fund and Reserves	24.03	9.41
Total Liabilities and Equity	37.43	29.80

Financial Highlights

Statement of Cash Flows

As at 31 December 2023

	Jan to Dec 2023	Jan to Dec 2022
	\$'m	\$'m
Operating Activities		
Net surplus/(Deficit) for the year	14.62	3.02
Adjustments for:		
Depreciation expense	0.46	0.54
Depreciation - Right-of-use	1.68	1.52
Interest income	0.23	0.08
Interest expense on lease liabilities	0.10	0.02
Operating surplus before changes in working capital	17.09	5.18
Changes in Working Capital		
Receivables and prepayments	-12.11	0.53
Payables and advances	-5.87	1.51
Net cash flows generated from operating activities	-0.89	7.22
Investing Activities		
Purchase of assets	-0.23	-0.65
Interest income	-0.23	-0.08
Net cash flows used in investing activities	-0.46	-0.73
Cash Flows from Financing Activities		
Payment of principal portion of lease liabilities	-1.75	-1.56
Net cash flows (used in)/generated from financing activities	-1.75	-1.56
Net increase/(decrease) in cash and cash equivalents	-3.10	4.93
Cash and cash equivalents at the beginning of the year	16.20	11.27
Cash and cash equivalents at the end of the year	13.10	16.20



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