Enhancing Learning and Skills Development for Mature Workers

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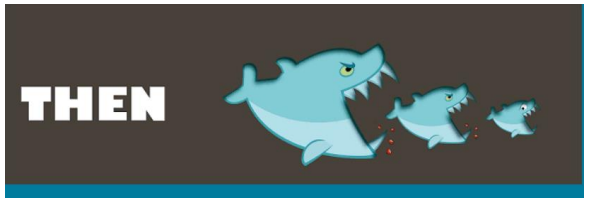
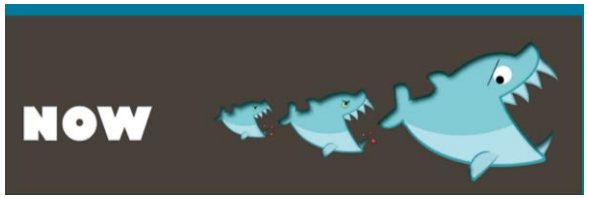
National Trades Union Congress

Future of Jobs

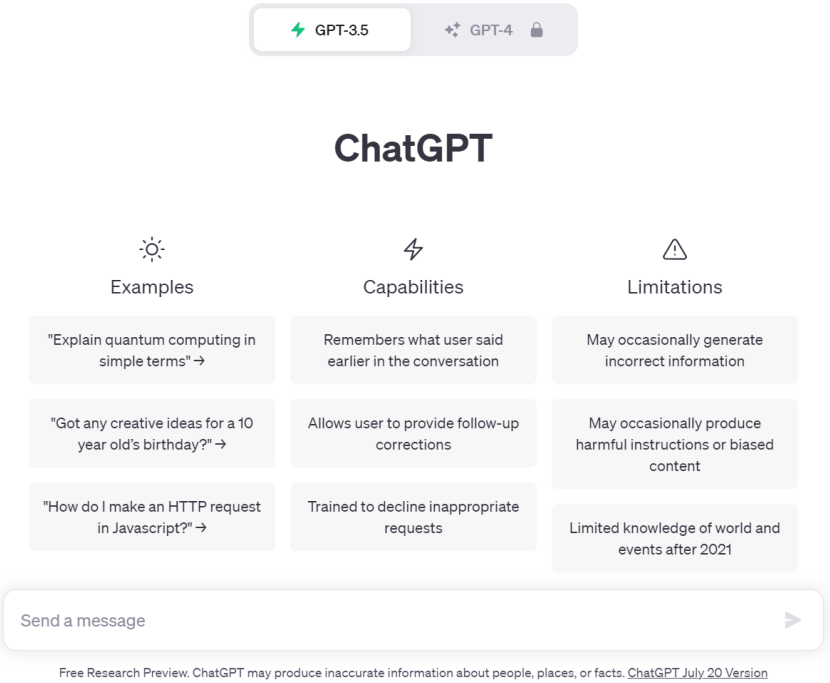
In the new world, it is not the big fish which eats the small fish



It is the FAST fish which eats the slow fish



By Klaus Schwab, Founder and Executive Chairman of the World Economic Forum



Impact on jobs and skills in Singapore is largely similar to the rest of the world; need to address skills gaps

THE STRAITS TIMES BUSINESS LOG IN ST SUBSCRIBE

WEF Future of Jobs Report 2023

Millions of jobs will be lost and world will see net decrease by 2027: WEF survey

Digitalisation, new technologies, push for green economy to drive change

JOBS IN SG

- ~93k resident workers currently in jobs projected to face net decline; projected growth in jobs related to AI, sales, customer engagement

NET DECLINE — **~STABLE** — **NET GROWTH**

- Managing Directors, Chief Executives
- Accounting, bookkeeping, payroll clerks
- Data entry clerks
- Assembly and factory workers
- General & operations managers

~93k

- Financial analysts
- Accountants, auditors

~42k

- AI and machine learning specialists
- Business development professionals
- Project managers
- Sales & marketing professionals

~74k

Workers currently in these jobs

Source: WEF's Future of Jobs survey of 80 companies employing ~50k workers in SG.

SKILLS IN SG

- Top three skills: **Cognitive skills (e.g. analytical thinking, creative thinking), self-efficacy and technology skills**

Impact of Technology on Mature Workers

- Countries that **age** tend to be countries that **automate more**
- Singapore has a 54% risk of automation to older workers
- **Older, low skilled** workers face **threat** from automation

Source: Marsh & McLennan Companies. (2018)

Debunk the Myth

While resistance to technology adoption and training may be from mature staff and younger staff are generally more receptive to technology, resistance towards technology stems from **apprehension towards handling new technology,** and the **lack of awareness of digital trends rather than age**.
There are mature workers who look forward to adoption of more technology and are keen to learn new skills.

Mature worker with positive mindset

"*I am **open if the company is to adopt new technology**. I believe that the company would adopt something that is beneficial in the direction that the company wants, I would try my best to learn."*
– Mature worker of 1st gen family business

Mature worker who are resistant towards training

*"Older workers like us can go for as many training to be caught up on the current trends, however, we would **not be able to be as efficient and capable as the experts in the field**."*
– Mature worker of 2nd / 3rd gen family business

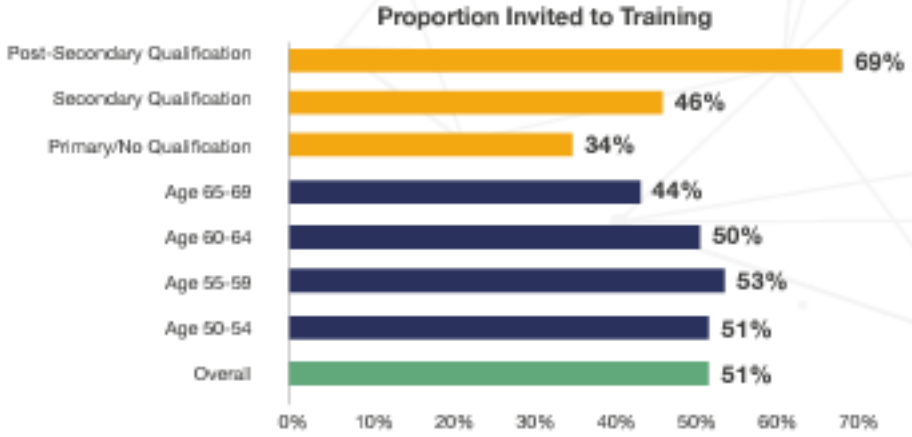
Source: NTUC (2023, 2020, 2018)

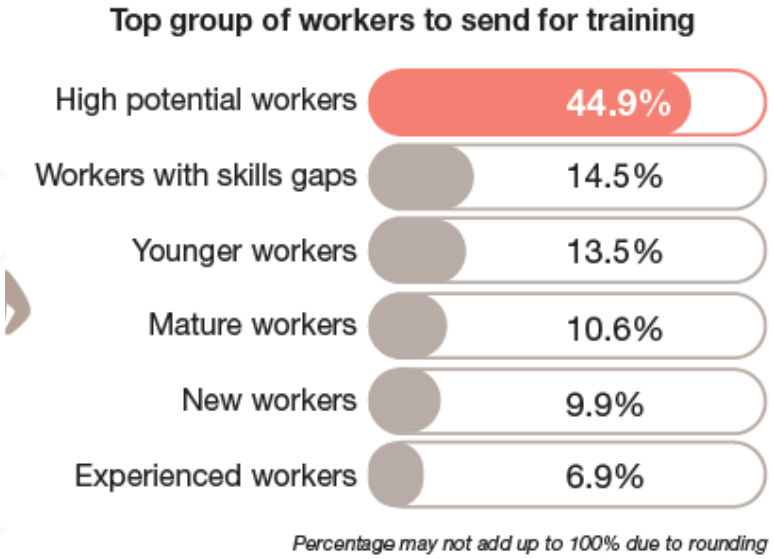
Training for Mature Workers

MATURE WORKERS RECEIVING TRAINING OPPORTUNITIES

51% invited to participate in training in the past five years.

69% **with post-secondary education** are more than twice as likely as those with primary or no formal education (34%) to have been invited to training.





Source: NTUC (2018); Yang et al (2022)

Barriers to Training Faced by Mature Workers

High cost
of training

Conflict
with current
work commitment

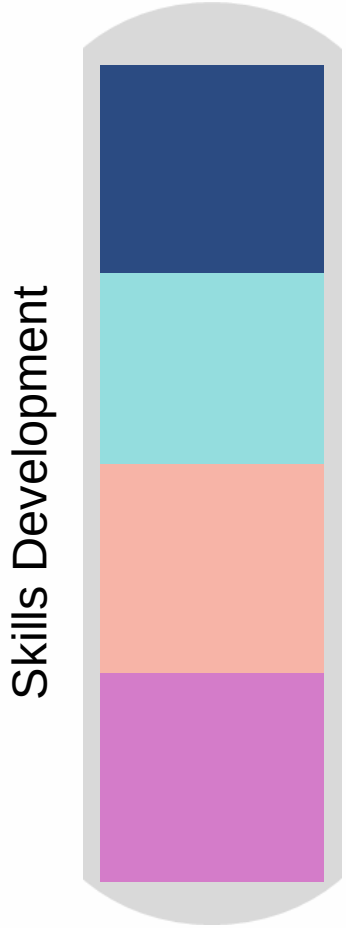
Source: NTUC (2018, 2021)

Case Study

- Grown from a one-man garang guni to waste management giant
- Company training committee: Bring together unions and management to develop transformation plans to ensure the workforce remains future-ready, relevant, and resilient
- Innovative approaches to training and learning

How to enhance skills development of mature workers

Multi Vitamin Strategy for Skills Development: Multiple Pathways

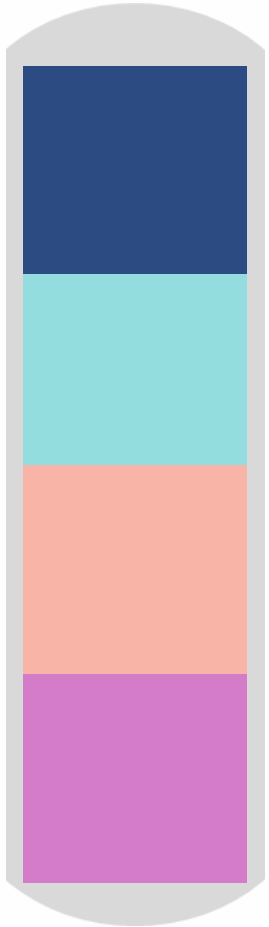


Direct Role	Current role
Transformed Role	A role that has been changed/ transformed due to technology/ transformation
Adjacent Role	An adjacent role in another department
Emerging Role	A higher value role that he/she could take on

Adapted by SUTD LKYCIC (2023)

Multi Vitamin Strategy for Skills Development: Multiple Pathways

Skills Development



Direct Role: Current role

Bank Teller

Transformed Role

Digital ambassador

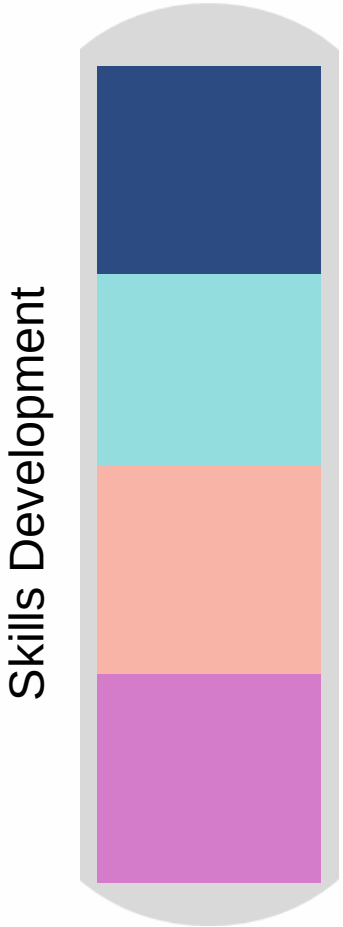
Adjacent Role: Role in another department

Relationship Officer

Emerging Role: Higher value role

Relationship Manager

Multi Vitamin Strategy for Skills Development: Multiple Pathways



Direct Role: Current role — Bank Teller

Transformed Role — Digital ambassador

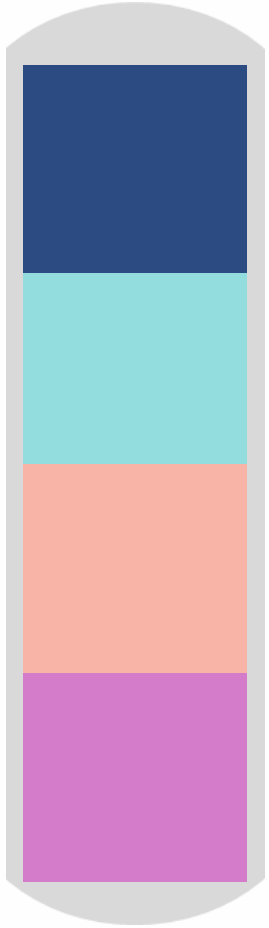
Digital skills

Adjacent Role: Role in another dept — Relationship Officer

Emerging Role: Higher value role — Relationship Manager

Multi Vitamin Strategy for Skills Development: Multiple Pathways

Skills Development



Direct Role: Current role — Bank Teller

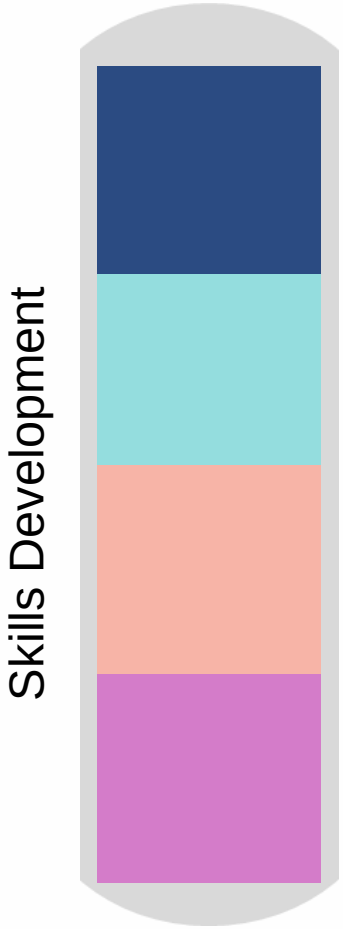
Transformed Role — Digital ambassador

Adjacent Role: Role in another dept — Relationship Officer

Emerging Role: Higher value role — Relationship Manager

Customer relationship management

Multi Vitamin Strategy for Skills Development: Multiple Pathways



Direct Role: Current role

Bank Teller

Transformed Role

Digital ambassador

Adjacent Role: Role in another dept

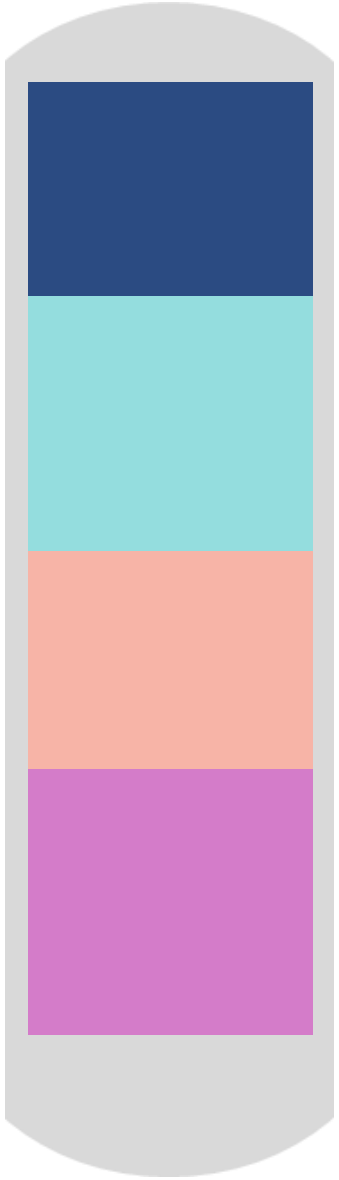
Relationship Officer

Emerging Role: Higher value role

Relationship Manager

Customer relationship management, Leadership/ Managerial skills

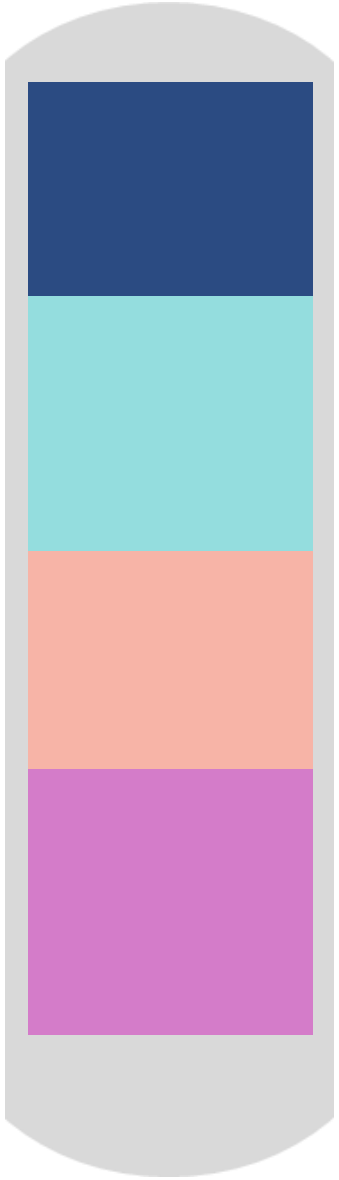
Map the learning & skills development



Roles	Roles that the mature worker can take	Key additional skills required to take these roles	Learning approaches to develop these skills
Direct: Current role			
Transformed Role			
Adjacent: Role in another dept			
Emerging: Higher value role			

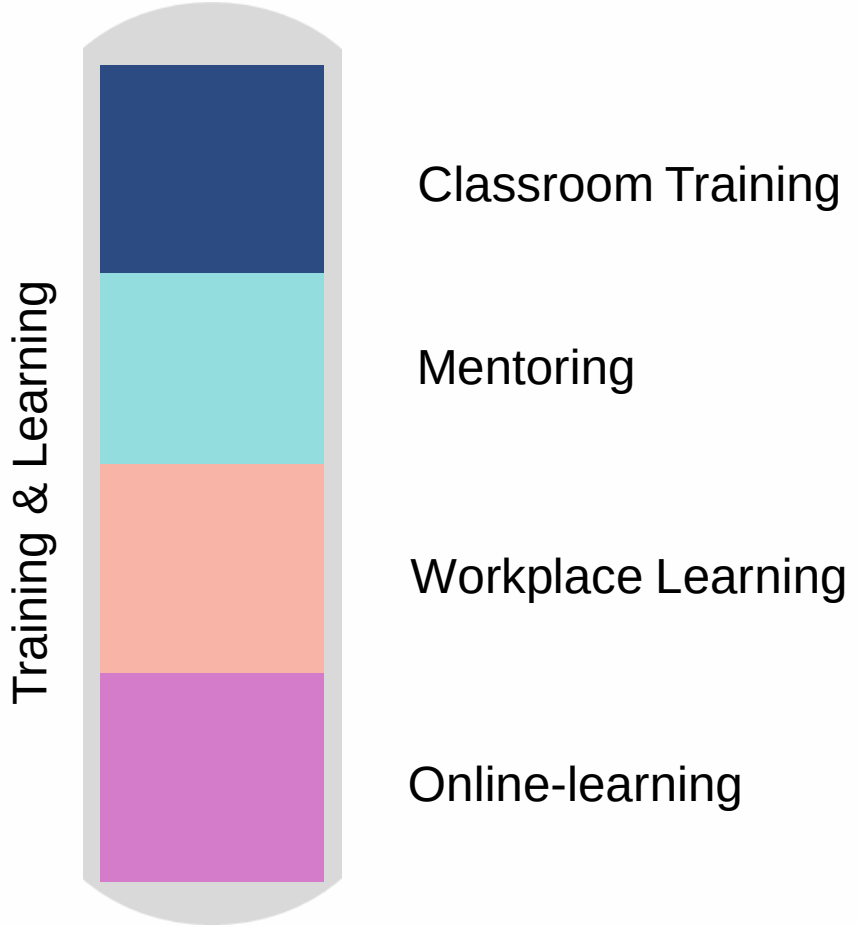
An example

Map the learning & skills development



Roles	Roles that the mature worker can take	Key additional skills required to take these roles
Direct: Current role	Bank Teller	
Transformed Role	Digital Ambassador	• Digital Skills
Adjacent: Role in another dept	Relationship Officer	• Customer Relationship Management
Emerging: Higher value role	Relationship Manager	• Customer relationship management • Leadership/ Managerial skills

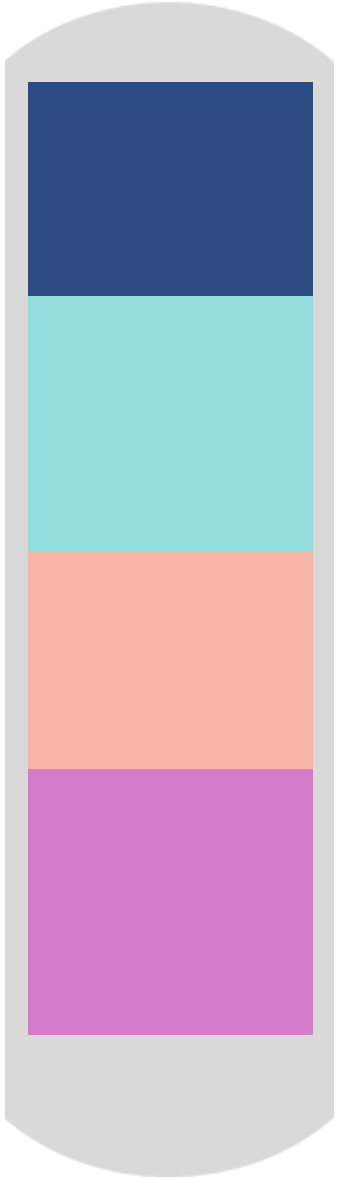
Training and Learning using a Multi Vitamin Strategy



- Training and learning is not limited to one mode of classroom training
- Plan for the different modes of training and learning to enhance skills development
- Seamless across the different modes of training and learning

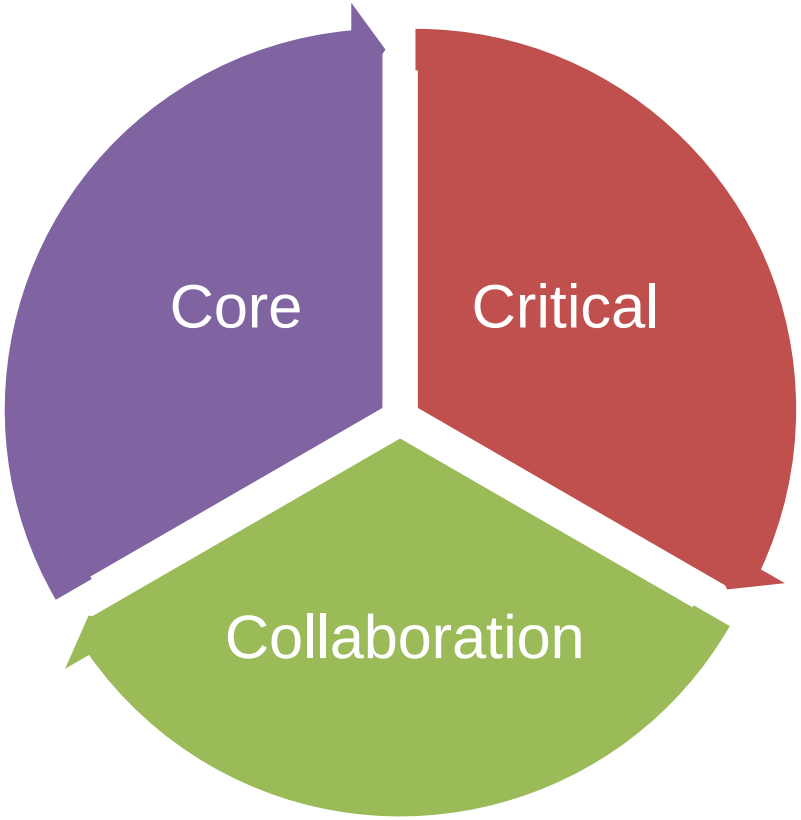
An example

Map the learning & skills development



Roles	Roles that the mature worker can take	Key additional skills required to take these roles	Learning approaches to develop these skills
Direct: Current role	Bank Teller		
Transformed Role	Digital Ambassador	• Digital Skills	• Mobile learning • Classroom training • …..
Adjacent: Role in another dept	Relationship Officer	• Customer Relationship Management	• Role play • Case study • ……
Emerging: Higher value role	Relationship Manager	• Leadership/ Managerial skills • Customer relationship management	• Mentoring and Coaching • Role play • Classroom training • …..

A final note



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