

# Bridging Mature Worker Employability with Training and Job Redesign



**Leslie Lenus**

Area Director of Talent & Culture

Novotel Singapore on Stevens | Mercure Singapore on Stevens

# Accolades



Enabling Mark – Silver 2021



SkillsFuture Employers Award 2020

Congratulations on your achievement!

Mr Leslie Lenus  
Oxley Gem Pte Ltd



Enabling Champion Award 2021

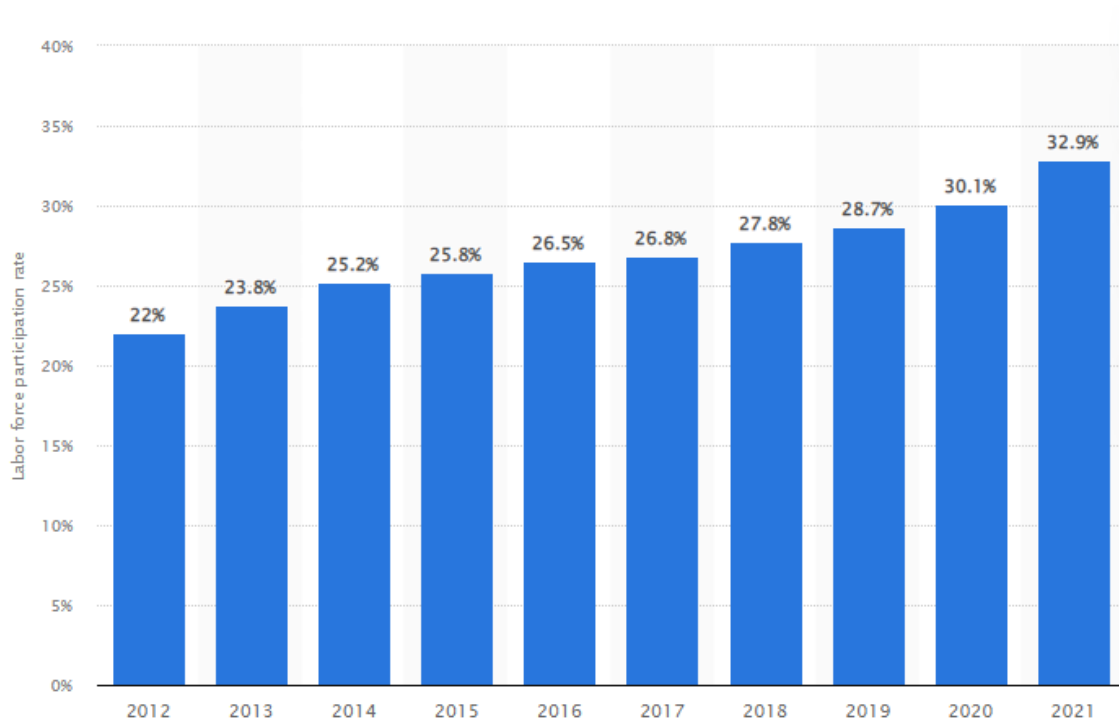
# Let dive a bit deeper

## What does a Silver Lining mean?



- It's no secret the workforce is aging at a rapid pace.
- Commonly termed as “The **Silver** Tsunami” or the “Gray Wave”.
- The term Silver Lining → seems promising and positive, as looking for ways to turn their aging workforce into a competitive advantage.

# Labour force participation rate for residents ages 65 years and older in Singapore from 2012 to 2021



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- What about an Labour Age Diverse Workforce?



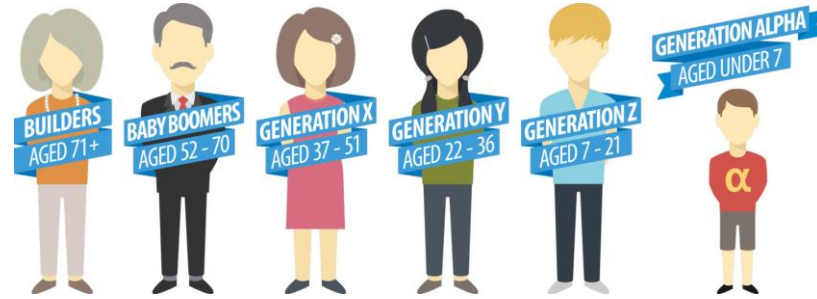
# What about an Age Diverse Workforce?

Age diversity is an important piece of an inclusive and effective workplace.

Since the average workplace now includes members of at least four generations, companies that embrace all ages are more likely to **succeed**.



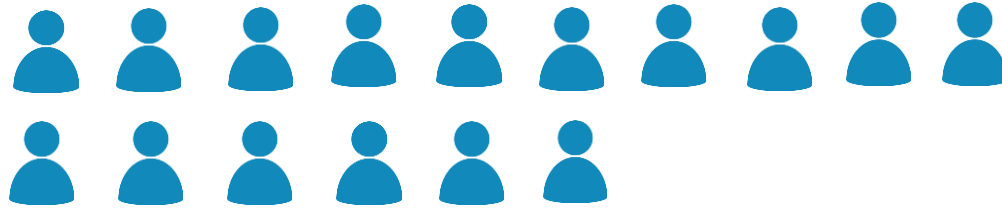
# What about an Age Diverse Workforce?



Generation	Age range (years)	Birth year range
The Silent Generation	76 and over	1928-1945
Baby Boomers	57-75	1946-1964
Gen X	41-56	1965-1980
Millennials	25-40	1981-1996
Gen Z	9-24	1997-2012
Gen Alpha	8 and below	2013-present

# Novotel Singapore on Stevens | Mercure Singapore on Stevens

16 talents aged  
60 years old and  
above



12 persons with  
disabilities



5 yellow ribbon  
beneficiaries



Return-to-work  
mums and retirees  
in the Kitchen, F&B  
service,  
Housekeeping etc.



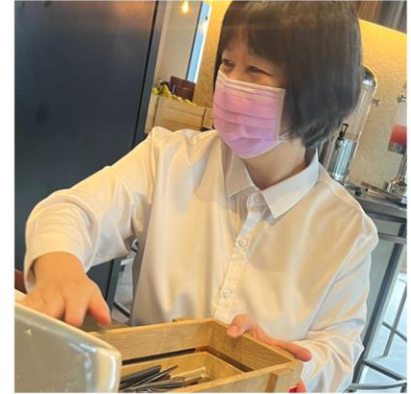
# Meet our Everyday Super Heroes



Uncle Gerald (68)  
Former Chef



Uncle Melvin (72)  
Former Service  
Associate



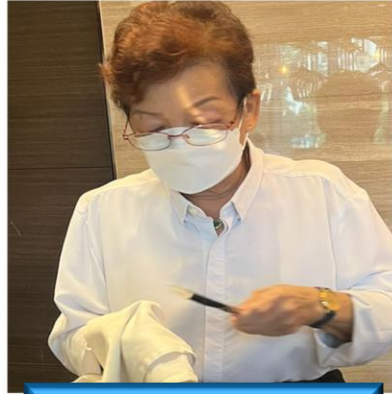
Auntie Janet (64)  
Former Healthcare  
Aide

**Age is just a number, Maturity is a choice.**  
**~ Harry Styles ~**

# Meet our Everyday Super Heroes



Uncle Robert (65)  
Former F&B Server



Auntie Jenny (78)  
Former Ticketing  
Supervisor



Uncle Henry (65)  
Former Taxi Driver

**I truly believe that age – if you are healthy – age is just a number.  
~ Hugh Hefner~**

# Why is an age diverse workplace important?

## 1. Age diversity improves performance

- Studies show that an age diverse workplace improves the overall performance of a company.
- Want to increase productivity? Create mixed-age work teams at your organization when groups are involved in complex decision-making tasks.

## 2. Reduces employee turnover

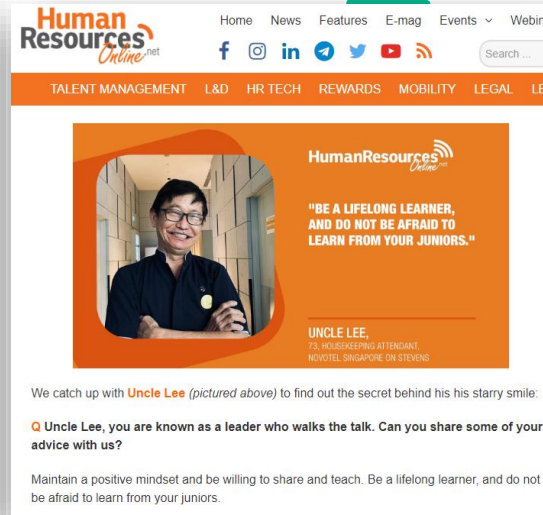
- High employee turnover can be costly and damaging to morale.
- Age diversity improves employee turnover rates, meaning more skilled and experienced employees at your business.
- Employees aged 55 and older attribute to lower employee turnover and tend to be loyal workers.

## 3. Offers a variety of skillsets

- Each generation brings its own unique skillsets to your business.
- For example, while younger employees may have a tighter grasp on technology, older workers may have strong interpersonal skills.
- Combining these talents in an age diverse workplace strengthens your company.

# About Uncle Lee

**“Maintain a positive mindset and be willing to share and teach.  
Be a lifelong learner, and do not be afraid to learn from your juniors.”**



# Meet Uncle Goh

Received the Best Employee of the Year award in 2015



Uncle Goh was presented with the Inspirational Worker Award at the May Day Partnership Awards on 20 May 2016



# Meet Ranger Sam, 80 Guest Relations Officer

SILVER JOBS

## SPLENDID IN SILVER



Novotel Singapore on Stevens and Mercure Singapore on Stevens, under Accor, have been hiring a diverse mix of talents. Meet Uncle Choong and Uncle Samuel, two of the 14 talents above the age of 60 working there.



Uncle Samuel shows great hospitality as he ushers a guest to his ride.

### **RANJIT SINGH SAMUEL, 77**

Guest Relations Officer,  
Front Office Department

Uncle Samuel stands on duty at the hotel lobby, greeting guests with a tender smile. He's the go-to guy for all the interesting sites around Singapore. With these places at his fingertips, he is ready to help guests experience an enjoyable holiday.

Working with the Front Office team allows Uncle Samuel to learn from his younger colleagues.

வாழ்க்கையின் அனைத்து நிலைகளைச் சேர்ந்த வருகையாளர்களையும் எனக்குச் சந்திக்கப் பிடிக்கும். அவர்களது பரந்த அனுபவங்கள், கலாசாரங்கள் ஆகியவற்றிலிருந்து நான் நிறைய கற்றுக்கொள்கிறேன். எனது விடுமுறைக்காலப் பயணங்களின் இனிய நினைவுகளையும் இது எனக்கு ஞாபகப்படுத்துகிறது!

He acknowledges their digital skills and savvy techniques – are all good sources of learning to keep up with the ever-changing times.



*With his handy-dandy tools, no task seems too great for Uncle Choong!*

**CHOW CHOONG WAH, 63**  
Carpenter, Engineering Department

Don't be fooled by Uncle Choong's head of grey hair. His fingers are nimble and moves swiftly at work. One moment he's retrieving his tools, the next he's fixing the bottom of a door panel!

Uncle Choong's zeal as a carpenter is displayed through his vast knowledge at his craft. Even then, he humbly shares that he doesn't know everything.

工作让我保持身心健康。如果可以的话，我会鼓励我的同辈继续工作。我认为，我们每个人不论年龄，都应该做一些自己感兴趣的事。

There are instances where he has to adapt and experiment. Through exposure to different niches in his team, he has learnt and developed new skills.



Are you interested in applying for jobs? Call 6715 7500 or write in to Vincent at [pa\\_centralssingapore@pa.gov.sg](mailto:pa_centralssingapore@pa.gov.sg)

# Meet Uncle Choong, 65 , Carpenter



Super Proud that **Novotel Singapore on Stevens** and **Mercure Singapore on Stevens** won not one but two awards on 5 May 2023, at the **SG Enable Awards Cerremony 2023** Awards Ceremony, which was also their 10th year anniversary, at MBS.

So glad to see our General Manager, **Mr Piotr Kupiec** receive the **Enabling Mark Gold** from Deputy Prime Minister Heng Swee Kiat and **Ms Lynette Tan**, our Talent & Culture Manager to receive the **Enabling Buddy Award** from Minister of Social And Family Development Mr Masagos Zulkifli.

This is a great testament and affirmation of how our Leaders, Supervisors and Heartists, have supported our talents with unique needs wholeheartedly and with sheer determination.

We recognise that there is always room for improvement and we will continue to strive to create a more accessible, innovative and inclusive workplace where everyone can thrive. We will continue to engage and develop them further as we journey together with them.



## Workforce Resilience Award 2022

We are elated to be awarded Workforce Singapore's **Workforce Resilience Award** at the 2022 Excellent Service Award– Star Presentation Ceremony for the Hospitality Sector, organised by the Singapore Hotel Association, one of three hotels in Singapore to receive this prestigious award.

This award is a testament to **Novotel Singapore on Steven's** and **Mercure Singapore on Steven's** commitment towards reskilling our workforce as well as the pursuit of skills mastery and lifelong learning in supporting our talents especially during the pandemic. We also leveraged on programmes such as the Career Conversion Programme, Job Redesign reskilling programme and career trial programme during the downtime.



# 100%

Local workforce has undergone job redesign and upskilling.



# Our Job Redesign Story

**Culinary**



**Engineering**



**Food & Beverage**



**Front Office  
(Premier Lounge)**



**Front Office  
(Reception)**



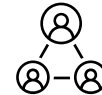
**Housekeeping  
(Linen/ Public Area)**



**Housekeeping  
(Rooms)**



**Talent & Culture  
(HR)**



# Our Job Redesign Story

Growth Mindset

02  
Executive  
Leaders

Strategic  
Communication

01  
Strategic  
Leader

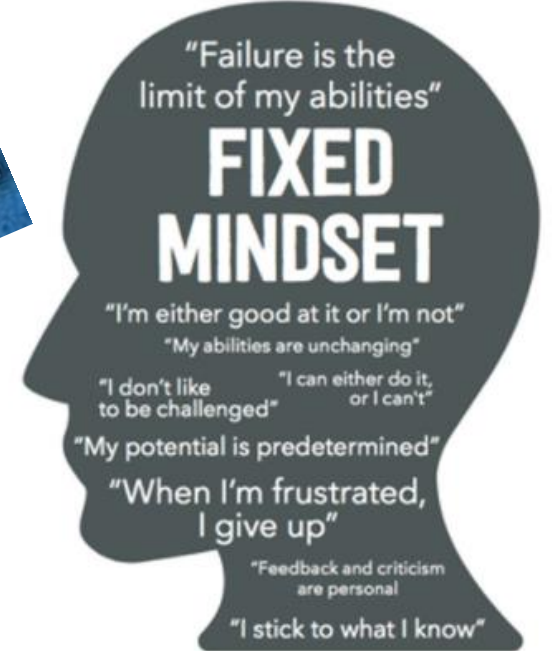


# Growth Mindset

## GROWTH MINDSET



## FIXED MINDSET





I'm the Chief Engineer, Irenaeus



# Our Job Redesign Story

## Embracing Change

Growth Mindset

Upsell the benefits  
of JR

Strategic  
Communication

Building  
capabilities









# Case study: How Novotel Singapore on Stevens celebrates and empowers its older employees

Written by Aditi Sharma Kalra Category: Talent Management Published: 10 December 2021



"WITH A VISION TO HIRE MATURE TALENTS, MAINTAIN AN OPEN MIND, BE AN ACTIVE LISTENER, AND WORK ON THESE TALENTS' STRENGTHS."

LESLIE LENUS,  
AREA DIRECTOR OF TALENT & CULTURE,  
NOVOTEL SINGAPORE ON STEVENS

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# Action plan to help older Singaporeans live well as they age and work longer

THE STRAITS TIMES



The Live Well, Age Well programme is part of Singapore's new action plan for successful ageing. ST PHOTO: GIN TAY

<https://www.straitstimes.com/singapore/health/national-plan-to-help-older-singaporeans-live-well-as-they-age-and-work-longer>

Council for Third Age in partnership with The Straits Times

## Teach seniors right to reap 'longevity dividend' from Singapore's ageing population: Panel

THE STRAITS TIMES



The Council for Third Age (C3A), an agency championing active and positive ageing through lifelong learning and volunteerism among seniors, has launched a new framework for training older adult learners.

<https://www.straitstimes.com/singapore/teach-seniors-right-to-reap-longevity-dividend-from-singapore-s-ageing-population-panel>

# What retirement? More seniors in Singapore opting to work past 60

THE STRAITS TIMES



More seniors here continue to be employed, including pharmacy supervisor Adeline Loh and swimming pool operator Jalaludin Ibrahim. ST  
PHOTOS: DESMOND FOO, SAMUEL ANG

<https://www.straitstimes.com/singapore/jobs/what-retirement-more-seniors-in-singapore-opting-to-work-past-60>

Saturday, August 05, 2023

# ‘Too old for the job’: Is this workplace discrimination?

Employment cannot be based on traits like age, mental health and pregnancy status

Tay Hong Yi

The Tripartite Committee on Workplace Fairness on Friday proposed a framework for legislation that prohibits workplace discrimination based on five characteristics: nationality; age; sex; marital status; pregnancy status and caregiving responsibilities; race, religion and language; and disability and mental health conditions. Making an adverse employment decision because of any of these traits can be seen as discriminatory.

These are some examples in the committee's report of what will count as discrimination under the law, and what will not.

## 1. NATIONALITY

**YES** A Singaporean job seeker applies for a senior role in a company, and fully meets the job requirements, including the required technical expertise and years of relevant work experience. However, the interview records show that the hiring manager did not consider the Singaporean candidate fairly and offered the job to a foreigner only because the foreigner is of the same nationality as the hiring manager.

**NO** A foreign job seeker applies for an opening in a firm. The job seeker is told by an interviewer that the firm is looking to hire a Singapo-

rean, as locals provide a stable long-term workforce for their business, and have local knowledge and networks which add value to the business. This would not be a breach of the legislation.

## 2. AGE

**YES** A job seeker applies to be a facilitator for children's workshops. During the interview process, the employer asks about the job seeker's age. After she replies that she is 50 years old, the employer says that she is not suitable for the role, as they prefer a younger person who would be more energetic.

**NO** As part of the selection process for a finance role, an employer requires all job seekers to take and pass a numeracy test. Older workers performed poorer on the test than younger workers. Even if the employer did not intend to discriminate against older workers and has a reasonable basis to require the numeracy test, some workers may see the disparity in test results as a form of indirect discrimination, where an apparently neutral company practice effectively puts certain people at a disadvantage.

Indirect discrimination was not included in the proposed framework, as such grey situations could be frequently litigated and lead to considerable uncertainty for employers and employees, said the Tripartite Committee on Workplace Fairness. However, Tafep will

assess and take up such cases where appropriate.

## 3. SEX, MARITAL STATUS, PREGNANCY STATUS, CAREGIVING RESPONSIBILITIES

### YES PREGNANCY

A job seeker is offered a role as a finance officer. A pre-employment medical check-up reveals that she is pregnant. The company subsequently retracts the offer, saying that the nature of the job is not suitable for a pregnant employee, even though it is a desk-bound role.

### EXPRESSED DESIRE TO BEAR A CHILD

An employee applying for her company's talent development scheme is asked during the interview process if she plans to start a family, and she says she is keen to do so soon. She does not get a place, and the employer says this is because the interview panel felt that she would not be suitable for the high demands of the scheme due to her family plans.

### CAREGIVING RESPONSIBILITIES

A male employee is the primary caregiver of his father. With the agreement of his supervisor, he has been taking time off work to accompany his father to medical treatments several days a week, while meeting his work requirements and maintaining performance standards. His supervisor later tells him that the company has decided to let him go so that he can concentrate on his caregiving responsibilities.

**NO** A wellness establishment hires

female therapists, as their job is to give body massages and spa treatments to female customers. Employers can consider a protected characteristic in employment decisions if it is a genuine and reasonable job requirement, a principle already established in the Tripartite Guidelines on Fair Employment Practices.

## 4. RACE, RELIGION, LANGUAGE

**YES** A hiring manager conducts a panel interview with two candidates. Candidate A is of the same race as the hiring manager and Candidate B is of a different race. The interview panel assesses and documents in its interview records that Candidate B is more qualified for the role. However, the hiring manager offers the job to Candidate A, as he feels more comfortable working with someone of the same race.

**NO** A mosque is hiring an administrative assistant, and states that applicants should be Muslim. Religious organisations are permitted to make employment decisions based on religion and appropriate religious requirements under the mooted law.

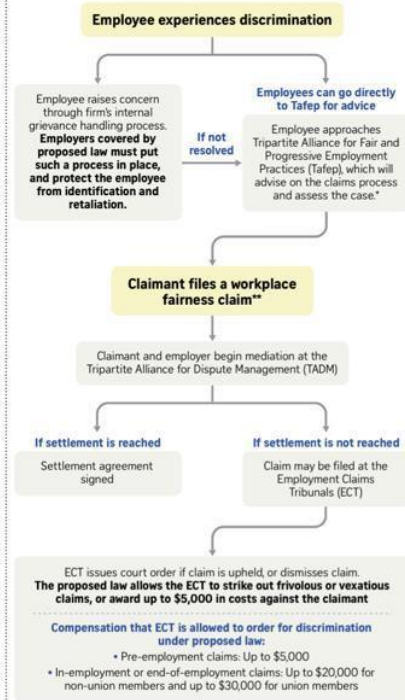
## 5. DISABILITY AND MENTAL HEALTH CONDITIONS

**YES** A new hire's colleagues observe episodes where his mood seems particularly down, although his work performance is unaffected. During a routine check-in, the new hire's manager asks if he has any mental health conditions. He replies that he has depression, but the condition is being managed with psychiatric help. He is dismissed with notice a week after that conversation.

**NO** A company interviews two candidates for a sales-lead position. Both candidates score well on their tests and interviews. One has a disability and requires the use of a wheelchair, while the other does not have a disability and has slightly more years of experience. If the company selects the candidate with a disability for the role, it would not be a breach of the legislation, as employers should be supported if they wish to hire persons with disabilities.

hytay@sph.com.sg

## Where a worker can turn to



### NOTES

\* At any point in time in the claims process, where there is a suspected serious breach of the workplace fairness legislation, the State will concurrently commence investigations. The Ministry of Manpower will be able to take enforcement actions against the firm and/or person responsible for the discriminatory decision, ranging from corrective orders to financial penalties, depending on the severity of the breach.  
\*\* If there is no evidence to suggest that discrimination had taken place, TADM will contact the company to provide the option to attend mediation or fast-track the case to ECT for a swifter resolution of the case.

Source: TRIPARTITE COMMITTEE ON WORKPLACE FAIRNESS STRAITS TIMES GRAPHICS



You don't hire for  
skills, you hire for

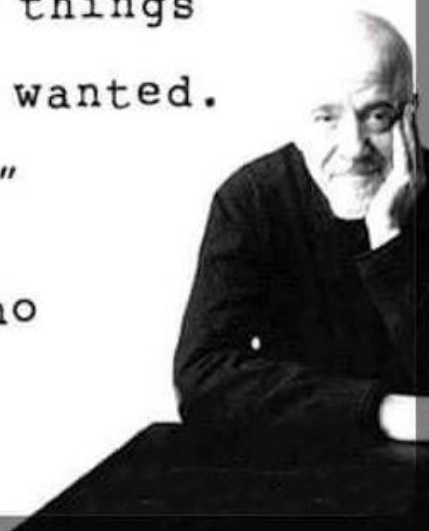
*Attitude.*

You can always  
teach skills.

Simon Sinek

"One day, you will wake up  
and there won't be any more  
time to do the things  
you've always wanted.  
**DO IT NOW."**

- Paulo Coelho



# Bridging Mature Worker Employability with Training and Job Redesign



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**Leslie Lenus**

Area Director of Talent & Culture

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