

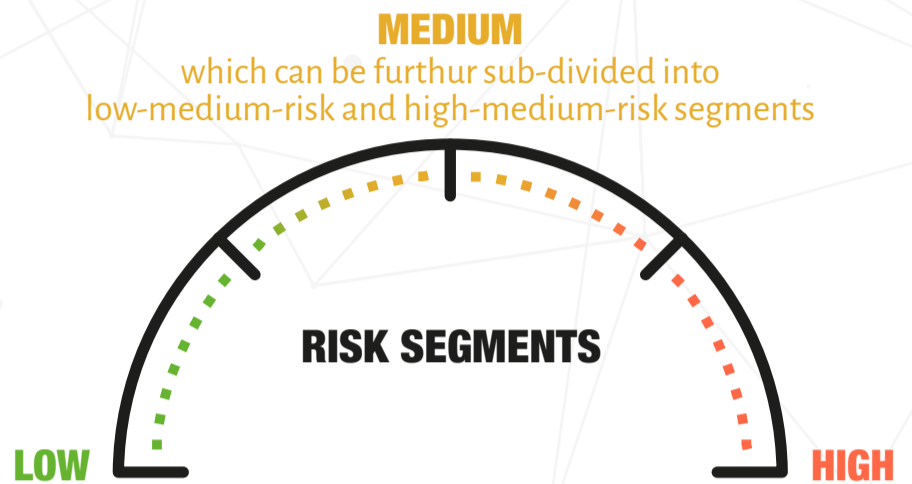
# WORKERS IN TRANSITION



Findings presented are specific to the sample of 1,642 respondents who are current or retired Public Service officers.

In this study, **transition risk is defined as the probability of being able to adjust to a new job role should the need arise as a result of technological disruption.** The higher the probability of a successful transition, the lower the transition risk.

**3 SEGMENTS** of the Public Service workforce with different degrees of transition risk are derived.



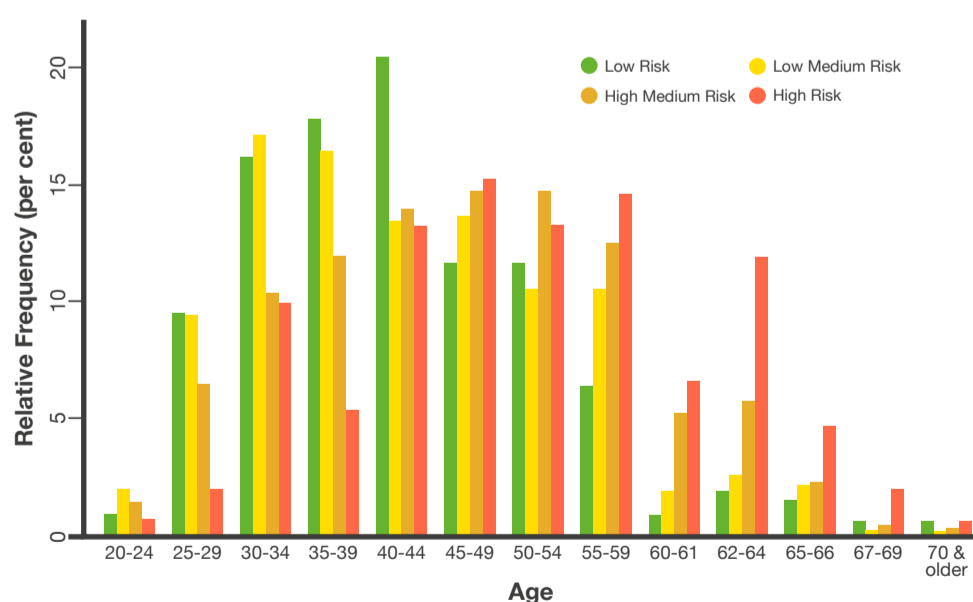
## KEY CHARACTERISTICS which differ significantly across the risk segments

### 1 AGE

**Age is not the primary factor** that determines the degree of transition risk.

**Deterioration in skills over time** contributes to transition risk.

**The tipping point occurs for those in their forties,** with higher proportions of respondents over the age of forty in the high-medium-risk and high-risk segments.



\* The vertical axis measures relative frequency, with the total area contained in the bars of all the same colour summing to approximately 100%.

### 2 EDUCATIONAL ATTAINMENT & WORK EXPERIENCE

#### All educational levels

are represented across risk segments. Possession of higher qualifications does not inoculate an officer against transition risk.

#### Professional qualifications and skills

acquired from work experience are reported to have a longer shelf-life (i.e. remain relevant longer) compared to formal educational qualifications.



#### An additional year of formal educational attainment has better impact on labour market outcomes

as compared to additional year of professional qualifications or work experience.

### 3 SUPERVISORY RESPONSIBILITIES

**Respondents with supervisory roles** represented in all risk segments.



**Officers with supervisory responsibilities** are also exposed to transition risk.



Might have knock-on effects that impeded the development of subordinates.

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# WORKERS IN TRANSITION

Key characteristics which differ significantly across the risk segments

CONTINUED...

## 4 PROPORTION OF TIME SPENT COLLABORATING WITH COLLEAGUES

### Respondents in high-risk segment

report less time spent collaborating with colleagues and less change in time spent collaborating over the last 24 months.



## 5 TRANSFERABLE SKILLS

Respondents in the high-risk segment have a **significantly weaker capacity** to identify specific skills and training courses that have been found useful.

### High-risk segment could be affected

by a lack of information, awareness about the range of skills required at work and the range of training they can access.

Could severely limit the types of skills they plan to acquire or the types of training interventions they understand to be effective.

## 6 TRAINING

### Respondents in high-risk segment

are more likely to indicate that the training is unavailable, and less likely to indicate that they have no problems with availability of the training.



## PROFILE OF RISK SEGMENTS

Older, lower-wage officers with less in-depth training achievements are more vulnerable to disruption.



Less prepared for a smooth transition to another job.

However, the high-risk segment is not confined to the group of older, lower-wage public officers with less in-depth training achievement. Instead, the high-risk profile cuts across age groups, salary levels and training.

## HOW UNION CAN HELP, TOGETHER WITH TRIPARTITE PARTNERS

1



Supervisors to conduct **skills assessments** for individual Public Officers to increase their awareness of the skills required.

2



**Cross-agency postings** should be made available especially for officers that are in non-supervisory role, at the lower end of the salary scales, and have lower educational qualifications.

3



**Better curation of relevant training courses** for officers with the involvement of relevant stakeholders, including the Labour Movement.

4



**Regularly monitor** the ability and opportunity to apply training at work.

5



**Improve accessibility of training**, especially for older workers as well as workers with lower education and pay.



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