

CHANGING SKILLS & JOBS

FINDINGS: TRAINING

There is no clear focus on long-term skill challenges;

organisations are preoccupied with the current manpower and economic situation.

Organisations depend highly on **government policy to address skill challenges.**

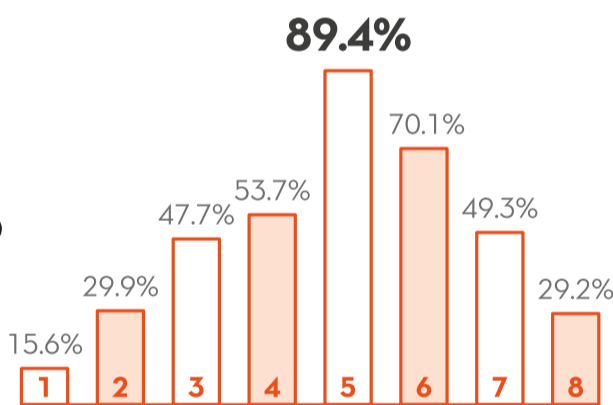
Organisations with better outlook for 2017-2019 & those with hiring difficulties are more likely to report **inadequate skills in their workforce.**

The **effectiveness of training is affected by the employee turnover rate.**



CURRENT STRATEGIES TO ADDRESS SKILLS GAP

On-the-job training

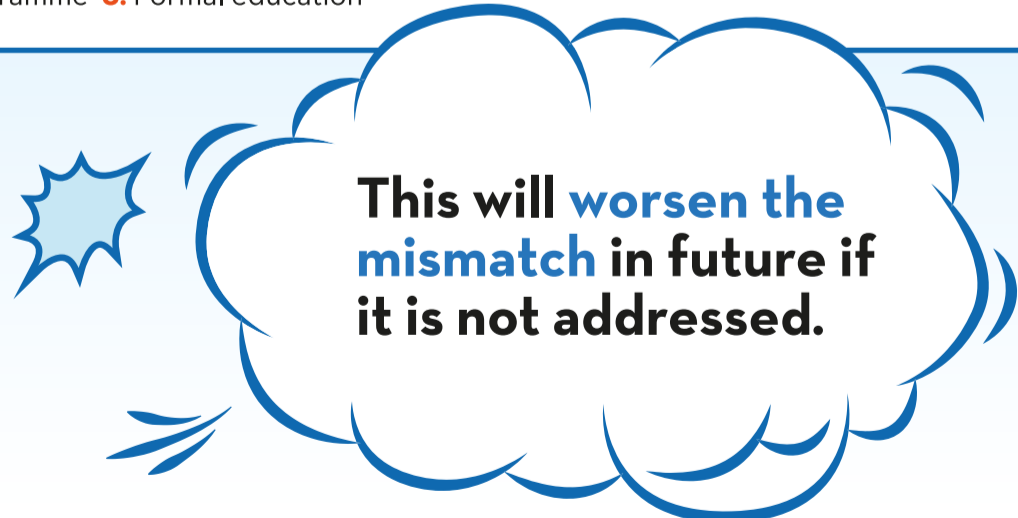


Hiring rather than training

1. Local work attachment with other organisations 2. Overseas training programme and/or overseas work attachment 3. Courses through online platform, e-learning, open education and/or distance learning 4. Ad-hoc seminars and/or workshops 5. On-job-training or training by supervisors and/or co-workers 6. Short courses conducted by trainers 7. Professional qualifications training programme 8. Formal education

IMPACT

- There may be a **lack of recognition and/or effective training.**
- Employers will become **even more reluctant to invest in deep training &** workers will **become skeptical of investing long-term effort.**



HOW UNIONS CAN HELP

Engage management partners and government agencies to push organisations to tap on NETF for workers' training.

FULL REPORT | http://bit.ly/Changing_Skills_and_Jobs

CHANGING SKILLS & JOBS

FINDINGS: MISMATCHES

TYPES OF MISMATCHES



Jobs



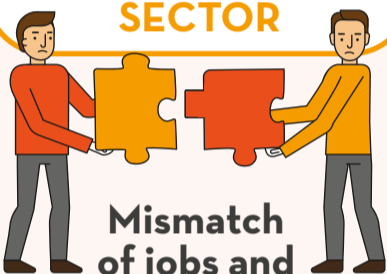
Skills



Expectations on remuneration and/or job requirement

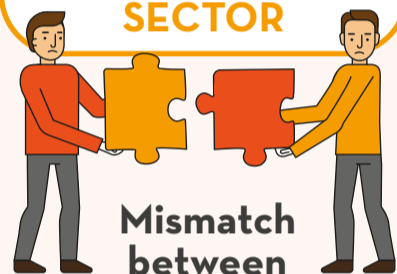
MISMATCHES CAN TAKE DIFFERENT FORMS

MANUFACTURING SECTOR



Mismatch of jobs and skills are distinct, and it remains consistent over time.

SERVICES SECTOR



Mismatch between jobs and expectations is less clear for the near future.

More than one type of mismatch could affect an individual worker simultaneously.

For example, one type of mismatch for worker A could be made up of:

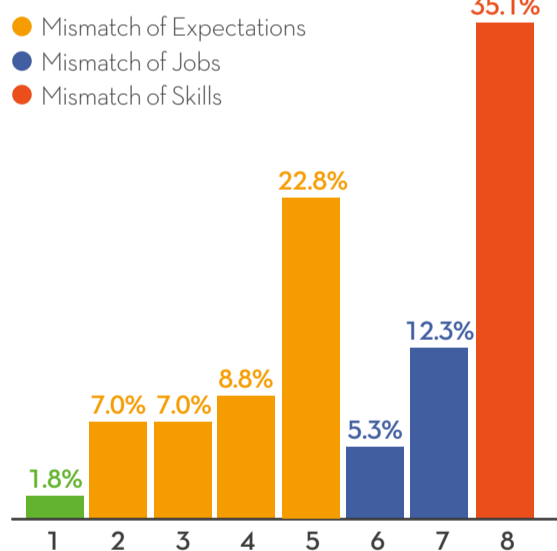


HOW ORGANISATIONS TACKLE MISMATCHES

35.1% Training

36.8% Change of employer's or employee's attitudes

1.8% Impossible to tackle
Extend of mismatch has exceeded what training can bridge



1. No way to bridge
2. Matching expectations of employers & employees
3. Change attitude of employers (e.g. accept mid-career changes, change hiring practices)
4. Re-designing of jobs, better clarity in job role description
5. Change attitude of job applicants
6. Policy on foreigners or hiring foreigners
7. Improve platforms for job search and selection process of candidates
8. Training (e.g. formal education, OJT, re-skilling, internship)

IMPACT

1 | Mismatch will develop to other type if not identified and addressed early

Job seeker experiences skills mismatch for some time

This mismatch might develop into other form of mismatch, such as in job or expectation

Job seeker might feel discouraged and drop out of the labour force

2 | Exposure to disruption and skills inadequacy can be very different even though organisations appear outwardly similar.



HOW UNIONS CAN HELP

Direct workers and members to e2i and NTUC LearningHub for relevant upskilling and access job-matching opportunities e.g. for accounting related roles, Earn & Learn Programme leading to Diploma in Business Practice (Accounting).

FULL REPORT | http://bit.ly/Changing_Skills_and_Jobs

CHANGING SKILLS & JOBS

FINDINGS: KNOWLEDGE WORK

A decision-making process about how to improve the performance of the task at hand with technology.

DISRUPTIONS IMPACTING ORGANISATIONS

TYPES OF TECH DISRUPTIONS

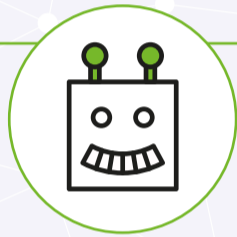


Mobile communication technology



Automation of knowledge work

NEW JOBS CREATED



Robotics



Artificial Intelligence (AI) and analytics

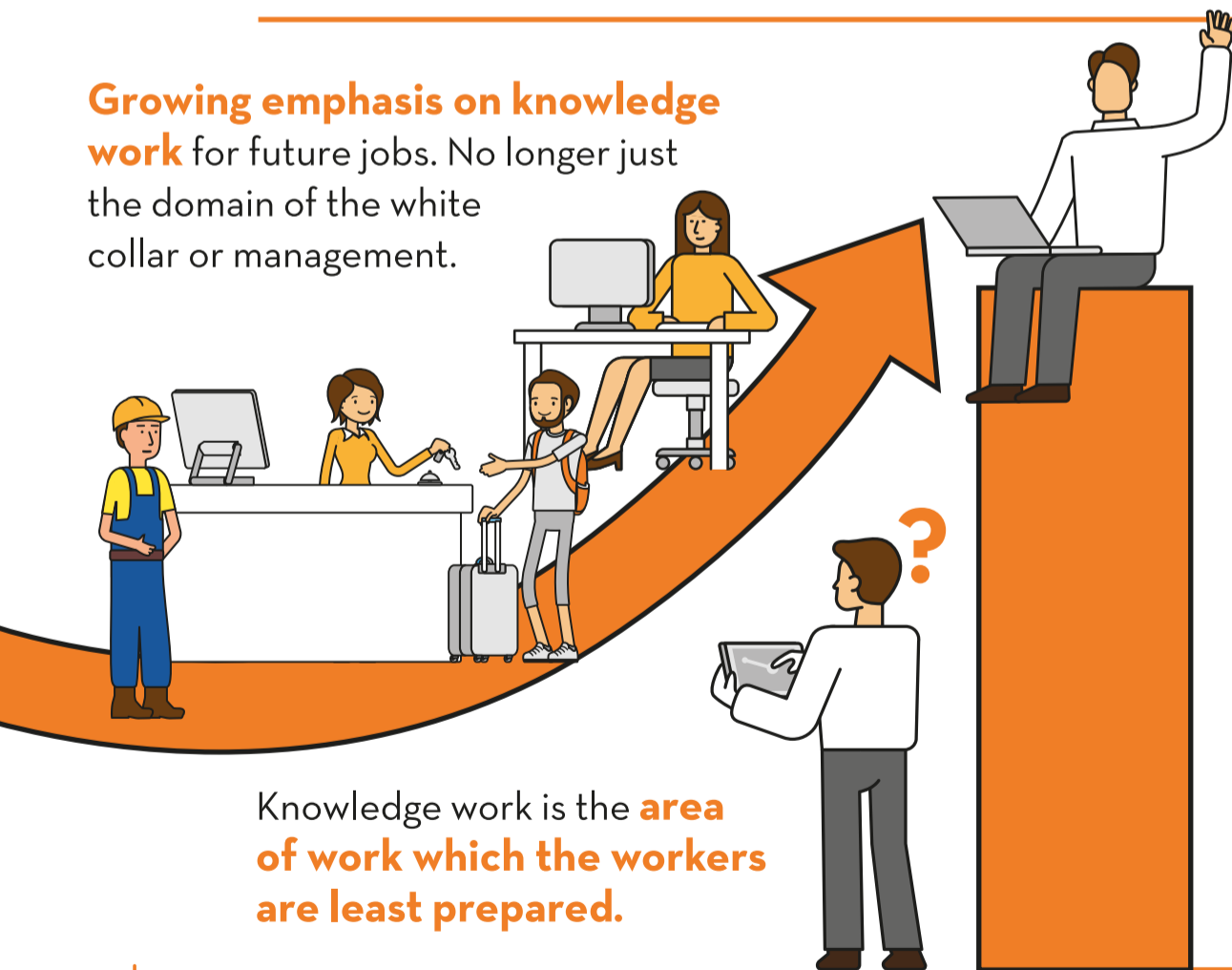


Data scientific work

ORGANISATIONS FACING A MOUNTING CHALLENGE

especially increasing reliance on almost all of their workers to perform knowledge work.

Growing emphasis on knowledge work for future jobs. No longer just the domain of the white collar or management.



Knowledge work is the **area of work which the workers are least prepared.**

PMETs are first to be affected by this new heightened demand for knowledge work.

Supervising the performance of knowledge work will be a growing challenge, especially when the supervisors themselves are also challenged by the new skill requirement.



HOW UNIONS CAN HELP

Mobilise workers and members to attend SkillsFuture for Digital Workplace programmes to prepare for the future economy.

FULL REPORT | http://bit.ly/Changing_Skills_and_Jobs