

## Annex C – Recommendations and Responses from MOM, SNEF and Ecosystem

### Partners

AfA's recommendation	Responses from MOM, SNEF and ecosystem partners
<b>A) Leverage transferable expertise from adjacent talent pools through skills-first hiring practices</b>	
<p><b>#1:</b> Encourage adoption of a National Skills Taxonomy and to develop a database with verified skills of the workforce to enable skills-first hiring.</p> <ul style="list-style-type: none"> <li>- The SkillsFuture Singapore's Skills Framework could be used and complemented with accessible skills data of our workforce.</li> </ul>	<p><b>MOM</b> is supportive. Under Career Health SG, the Government is developing initiatives to provide individuals and employers with better skills data to support skills-first hiring and development.</p>
<p><b>#2:</b> Develop sector or job-specific standardised assessment tests for skills-heavy jobs to help employers assess transferable skills of candidates from different backgrounds.</p>	<p><b>SNEF</b> is supportive. As a start, SGTech and SMF will develop this for their respective sectors in partnership with SNEF.</p>
<b>B) Improve workforce agility and retention through skills-first workforce development to promote internal mobility</b>	
<p><b>#3:</b> Develop playbooks and identify off-the-shelf HR tech solutions to guide and simplify implementation of internal marketplace solutions.</p>	<p><b>MOM</b> is supportive. IHRP will work with the industry to develop playbooks. MOM will also work with the relevant agencies to support SMEs with the adoption of suitable HR tech solutions that can be realised by tapping into resources such as NTUC Company Training Committee (CTC), Productivity Solutions Grant and skills profiling tools).</p>
<p><b>#4:</b> Build a 'talent co-development' model where employers collaborate to aggregate talent development opportunities.</p>	<p><b>SNEF</b> will work with <b>SMF</b> to design a pilot.</p>

<ul style="list-style-type: none"> <li>- Extend from the concept of how employers support talent flow to joint venture (JV) partners.</li> <li>- Start with skills-heavy sectors where talent retention is critical e.g. Manufacturing.</li> </ul>	
<p><b>#5:</b> Enable employers to provide career guidance and planning to their workers for career and skills development.</p>	<p><b>SNEF</b> is supportive. As the Jobs-Skills Integrator for Retail (JSIT-R), SNEF has already incorporated <u>structured career planning</u> workshops for employers in the retail sector and will extend this to cover more sectors. SNEF will also work with suitable partners to scale this further.</p> <p>NTUC and its affiliated unions will also work with companies through Company Training Committees (CTC) to encourage employers to formulate structured career development plans for their workers, including training opportunities.</p>
<p><b>C) Increase job accessibility for workforce segments with diverse needs through job redesign</b></p>	
<p><b>#6:</b> Develop structured programmes as a means to attract students, seniors and stay-at-home mothers to take up hard-to-fill jobs.</p>	<p><b>SNEF and SRA</b> will work together to design a structured <u>traineeship programme</u> for students to take on retail frontline jobs to learn valuable transferrable soft skills as a start and will explore broadening the structured programme for seniors and stay-at-home mothers later. NTUC will also support the scaling up of the programme by leveraging NTUC's e2i talent pool and their outreach to jobseekers through job matching and career advisory services.</p>
<p><b>D) Uplift HR capabilities to enable skills-first practices and support SMEs to access HR services</b></p>	
<p><b>#7:</b> Increase access of SMEs to HR advisory and consultancy services to</p>	<p><b>MOM</b> is supportive. Employers can currently tap on NTUC CTC grant, administered by NTUC's e2i, to support their access to HR advisory</p>

<p>improve employers' skills-first hiring and workforce development capabilities.</p>	<p>services or upskill capabilities in HR, as part of their business transformation projects.</p> <p>In addition, MOM will work with IHRP to pilot "<u>CHRO-as-a-Service</u>" to provide accessible HR advisory and consultancy services by tapping on the expertise from the certified HR community or leveraging technology (e.g. Chat Bots).</p> <p>HR practices will need to transform to support business transformation. In that regard, as part of its role managing the Job Redesign Centre for Excellence (JRCoE), <b>IHRP</b>, in collaboration with Workforce Singapore, launched the <u>Job Redesign Playbook for Human Resources</u> today to support the shift of the role of HR professionals into strategic business partners within companies.</p>
<p><b>#8:</b> Stronger industry push for HR to level up through IHRP certification, which provides employers access to external support and resources from the certified HR community.</p>	<p><b>SNEF</b> is supportive and will work with TACs to mobilise their members and advocate for HR professionals to obtain their IHRP certification.</p>