It Takes a Village
Meet the Singapore Career Development Tribe
APCDA Conference 2019

Image courtesy of pexels.com
Aug 2018
Inspired by Dr Roberta Neault’s work
*It takes a Village - Career Engagement Model*
Career Development journey in Singapore

Meet the Career Development Village
1. University
2. Labour Movement
3. Government

Challenges ahead
20 years: Provision of career education for students

1970s
- Career Guidance Unit in Ministry of Education
- Provide career guides to schools as reading material

1987
- Formation of a Pastoral Care and Career Guidance Branch in Ministry of Education
- Career Counselling initiatives across schools by 1993
- Reference to career theories – Holland, Super, Gottfredson etc

1997
- Affective and Career Education (ACE) curriculum launched across school
- Focused on overall wellness of student, with career education as part of it, 35 mins per week
- Job Orientation (JOBS) profiling system for students created by National Institute of Education
- 30 hour basic programme by National Institute of Education to provide basic career training

5 years: Formation of Public Employment Services

2001
- Formation of government agency Workforce Development Agency (WDA) to manage DCN and develop Continuing Education and Training (CET)

2003
- Formation of a Distributed Career Network (DCN) – 13 social agencies providing job placement
The **Career Development journey in Singapore**

5 years

Streamlining Public Employment Services

- **2006**: DCN is streamlined from 13 to 5 social agencies to provide support for job placement and training.
- **2008**: Staff of the 5 social agencies transited to WDA

10 years

Spreading Career Development - Schools to Workforce

- **2006**: Union establish service arm for career services - e2i
- **2008**: Introduction of career development practices from US, CDF trainers begun training local practitioners
- **2016**: Skills and careers integral to government’s economic plans
- **2017 and beyond**: WSG focus on career services for both employed and unemployed

Skills and careers integral to government’s economic plans

- Transition of WDA into Workforce Singapore (WSG) to provide career support
- Formation of SkillsFuture Singapore (SSG) to focus on workforce skills upgrading
- Centralised education and career guidance for schools

Local Career Development credentialing framework launched

Formation of local career development associations, code of ethics, professional development
## Career Influences on Individuals

<table>
<thead>
<tr>
<th>Segment specific services by social agencies, NGOs</th>
<th>Public Employment Services Labour Movement Private Service providers</th>
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<tbody>
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<td>eg. Back to Work Mums, Disabled</td>
<td>University Career Services School ECG Families</td>
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Why the emphasis on Career Development?

Egalitarian approach / Developmental State approach
Why the emphasis on Career Development?

Egalitarian approach / Developmental State approach

- Proactive Interventions for its Citizens
- Active Social and Economic Policies
- Ambition to do well
Why the emphasis on Career Development?

"... to develop Singapore's only available natural resource: its people".

Mr Lee Kuan Yew, 1965
Founding Father of Singapore
Think ‘Wealth of Talent’ Not ‘War for Talent’

RESEARCH NOTE

Talent and the Structuring of Opportunity

Explaining Singapore’s Talent Deficit

Phillip Brown, Cardiff University
Hugh Lauder, University of Bath
Sahara Sadik, Institute for Adult Learning
Johnny Sung, Institute for Adult Learning
Simon Freebody, Institute for Adult Learning
Centre for Skills, Performance & Productivity

Singapore’s ‘talent deficit’

The ongoing industry transformation in Singapore puts pressure on its skill formation system to groom highly-skilled talent in a timely manner. Observations of the difficulties companies face when hiring Singaporeans at the highest levels of the job market help to explain the

Summary

- Singapore’s ‘talent deficit’ is best understood as linked to the corporate structuring of opportunity for Singaporeans in a ‘War for Talent’ corporate

- approach.
“Career development is both an individual and a social good and results in a range of positive impacts. It can be a critical lever for optimising the functioning of the labour market, helping societies to manage periods of rapid change and instability and supporting individuals to manage learning and work throughout their lives.”
"If students should have multiple pathways to advance while in education, it is even **more important that working people have multiple career tracks** that are rewarding.

Most (Singaporeans) want the opportunity to learn, to grow. **No one wants to stay in the same spot forever**... This desire for **career mobility** is very similar to the desire for **social mobility**."
There is a lot going on in Singapore

<table>
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<th>Provision of Guidance Services</th>
<th>Professionalising of Practitioners</th>
<th>Policies and Programmes</th>
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<tbody>
<tr>
<td>• Career services from age of 11 to adulthood</td>
<td>• Local training and credentialing framework</td>
<td>• Industry Transformation Maps - emerging skills and jobs for 24 industries</td>
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<tr>
<td>• Access to services by schools, universities, Labour Movement, Government</td>
<td>• Popularity of foreign credential and training</td>
<td>• SkillsFuture national movement for skills upgrading, skills mastery</td>
</tr>
<tr>
<td>• Private sector online platforms, local and foreign career guidance companies</td>
<td>• 2 local associations – CDAS, PCDA to push for professional development in partnership with Government</td>
<td>• Adapt &amp; Grow initiatives to support career transitions and facilitate career switches</td>
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Hear from the
Singapore Career Development Village

University
Labour Movement
Government
Yvonne Kong-Ho,
Assistant Director, Nanyang Business School

People-Developer
People-Enabler

www.linkedin.com/in/yvonnekongho
Students
(16, 100 graduates, as of 2017)

- Career Resources (Resume Critiques, Interviewing Tips, Assessment Centre Prep etc)
- Individual/ Group Consultations
- Mentorships
- Internships
- Employment Opportunities

Industry Partners

- Attracting the Brightest and the Best
- Employer Branding
- “Top-of-mind” Game

Approximately about 200 CS practitioners in the universities...

Graduate Employment Survey 😊
Students....
THANKS
“Empowering individuals to take charge of their career development.”

Labour Movement
Represents Workers
Protection Of Workers
Better Jobs For Better Lives

www.linkedin.com/in/james-tan-kl
Real People With Real Lives

Unemployment

Retrenchments

Lost In Life
Who do Employability Coaches serve? “The Workers of all collars”

- Fresh entry into workforce
- Mid-Career Transitioners
- Matured Workers
- Low-wage Workers
- Back-to-work group
- Long-term Unemployed
- Retrenched Workers
Employability Coach

1-1 + Group Coaching  
Employability Skills Workshop  
Industry Networking Session
Example of Labour Movement’s support in Retrenchment Exercise

- Mr Lim, Age 49, Senior Network Engineer, almost 10 years in the company.
- Felt shocked upon hearing retrenchment notice and took time to accept it.
- Onsite support by Union’s Industry Relations Officers and e2i’s Employability Coach.
- Benefitted from customized employability skills workshop and job fair.
- Assisted into relevant employment.
Andrew Er, Award-Winning Senior Career Coach

- Award-Winning Senior Career Coach
- Global Career Development Facilitator (GCDF)

- Career workshops for SMU, ESSEC, JCU and Curtin
- Pioneer of Young NTUC Youth Career Network

- Master of Counselling
- Bachelor of Science in Management

- PS21 Distinguished Star Service Award
- Excellent Service Gold Award

www.linkedin.com/in/andrewer
Celebrating with our clients
Career guidance one on one

Activate insights into jobs, workplaces

Recharge the emotionally affected through counselling

Energize job search efforts through career workshops

Career CARE360

Create 360 degree networks around our clients
Careers Connect Video
Our Challenges Ahead

- Prepare our youth for unknown jobs of tomorrow
- Increase adaptability, career ownership in workforce
- Create more opportunities for special groups
Tapping on the global Career Development village
As practitioners, we need to...

Seek collaboration
Connect with each other
Look outside, break traditions
Learn from others, customize
Redefine ourselves
Questions & Answers

Download our paper here:

bit.ly/villagepaper