

Future of Retail Jobs & Skills

Aligning Business with Retail Jobs Transformation Map (JTM)



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**Sharing by Stephen Yee,
Deputy Executive Director (SNEF)
MPM (Adelaide), BSc Econs (UOL), IHRP-SP, SHRM-SP**

Summary of Key Findings (Jobs Transformation Map – Retail)

Key Trends & Scenarios

4 Key Trends & **5** Scenarios were identified from this study

- 1 Consumer of the Future
- 2 New Retail Model
- 3 Automation & Data
- 4 Future-Proofed Supply Chain



Job Impact Analysis

4 High Impact Job Roles



10 Medium Impact Job Roles

2 Low Impact Job Roles

9 Emerging Job Roles

Manpower Gaps

5.84% manpower gap by 2030, with these roles having the highest anticipated workforce gaps



Key findings gathered from sample size of:

- 19 one-to-one interview with retail thought leaders and agencies
- 48 stakeholders through Focus Group Discussion
- >70 data points gathered through employee surveys and retail-sector workforce data

4 Key Trends that will shape the industry

CONSUMER OF THE FUTURE

Shifting consumer preferences and lifestyle patterns are leading to increased demand for sustainability, personalised products or services and convenient shopping experiences.

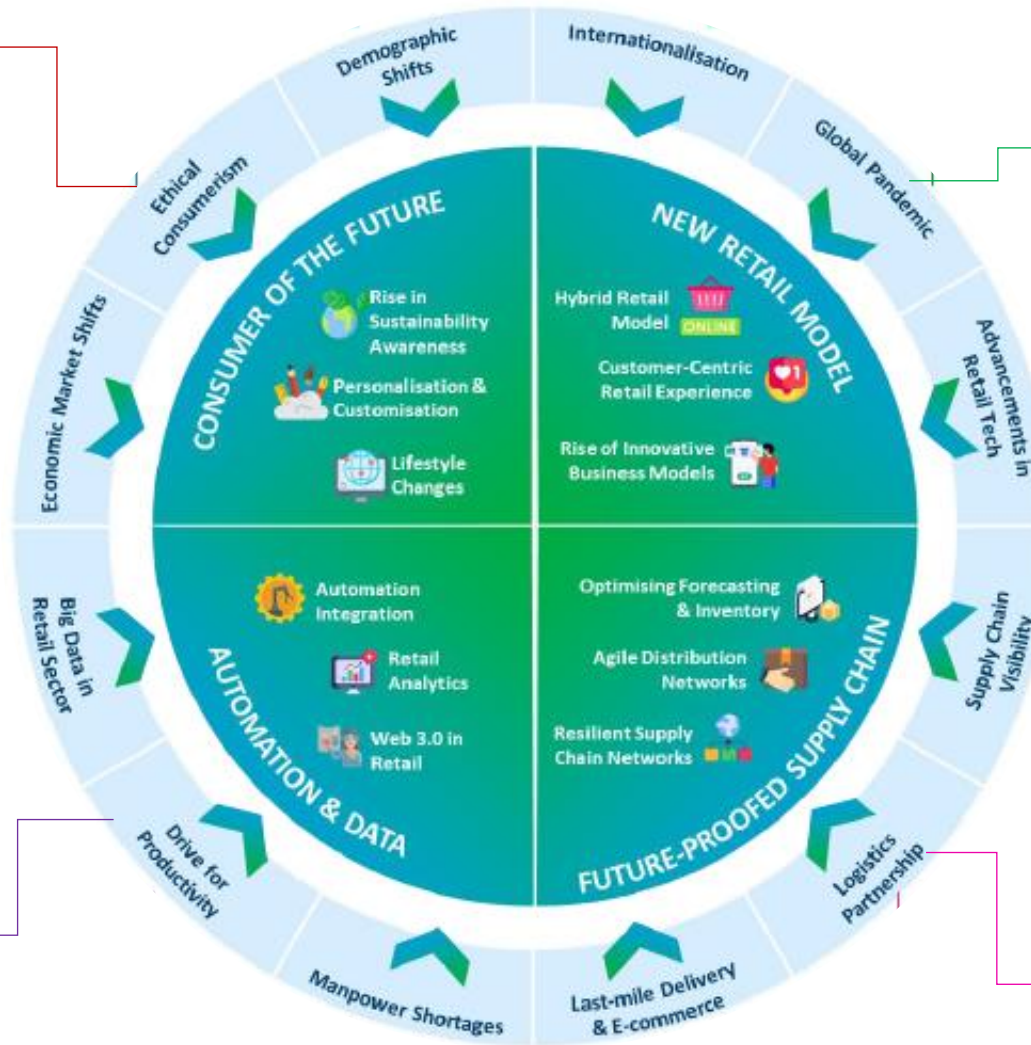
Top 10 Countries, Ranked by Retail Ecommerce Share of Total Retail Sales, 2022
% of total retail sales

| | |
|----------------|-------|
| 1. China | 45.3% |
| 2. UK | 35.9% |
| 3. South Korea | 30.1% |
| 4. Indonesia | 28.1% |
| 5. Singapore | 17.2% |
| 6. US | 15.0% |
| 7. Russia | 14.6% |
| 8. Canada | 13.6% |
| 9. Japan | 12.9% |
| 10. Mexico | 12.4% |

Note: Includes products or services ordered using the Internet via any device, regardless of the method of payment or fulfillment, excludes travel and event tickets, payments such as bill pay, taxes, or money transfers, food services and drinking place sales, gambling and other vice goods sales. Source: eMarketer, June 2022. 27648 | Insider Intelligence

AUTOMATION & DATA

The emergence of big data and advancements in retail technology have enabled retailers to boost their productivity and leverage data analytics to inform their decision-making processes.

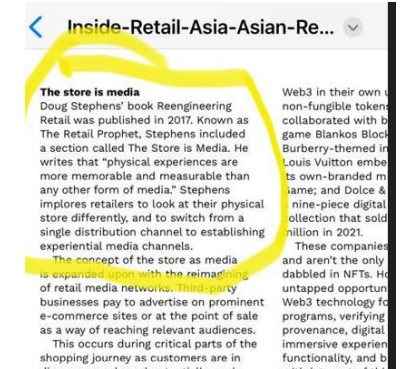


NEW RETAIL MODEL

Retail models are evolving with an increasing emphasis on integration between online and offline channels, and redesigning store experience to prioritise customer needs and preferences.






Retail Prophet



FUTURE-PROOFED SUPPLY CHAIN

Supply chains are becoming increasingly complex and retailers are striving to improve inventory management, provide more fulfilment options and establish a more resilient supply chain.

3 Key Challenges in Retail Sector Today

| Challenges | Current state in the sector | What does this mean for retailers |
|--|---|---|
|  <p>Alleviating transformation fatigue</p> | <ul style="list-style-type: none">• The retail industry has undergone multiple transformation journeys due to the changing consumer demands and the introduction of technology.• The fragmented nature of the sector means that retailers have to navigate their own transformation journey as solutions are often not easily replicable across the various retail archetypes. | <ul style="list-style-type: none">• To avoid transformation fatigue, retailers have to adopt an experimental approach with clear objectives and hypotheses, using guiding principles to weigh investment risks against achieving productive transformation.• It is also critical for retailers to consider implementing change management activities to encourage employees to embark on the transition. |
|  <p>Redefining the sector's value proposition</p> | <ul style="list-style-type: none">• Job seekers value strong organisational branding, clear career progression opportunities and responsible rewards practices when joining a retail organisation¹.• Importantly, they want to work for retailers whose brands' values resonate with their personal beliefs, making their work much more purposeful and meaningful. | <ul style="list-style-type: none">• Retailers need to redefine the value they can offer employees by focusing on doing things like investing in paying employees fairly, building clear frameworks for career progression and defining their employer brand and purpose. |
|  <p>Developing a future-ready workforce with transferrable skills</p> | <ul style="list-style-type: none">• As the sector continues to transform, a diverse range of employees in the sector need to develop skills across both technical and customer-centric capabilities to deliver high quality services and attractive products.• Retail job roles will become multi-dimensional with a demand for cross-cutting skill sets such as data analytics. | <ul style="list-style-type: none">• To stay competitive in the sector and to retain retail talents, retailers need to begin thinking about what are the critical skillsets required and how to support existing employees in upskilling. |

Potential Future Scenarios of Retail Sector

The aim of this section is to highlight the transformation of the retail sector, in hopes to inspire and prepare retailers for the future. For each scenario, the JTM has identified some opportunities areas for retailers to consider as they embark on their transformation journey.



Dynamic Retail Landscape

- Be selective in partnership and implement targeted solutions
- Go online to establish brand presence and sell across borders
- Collaborate with brands with complementary strengths



Revitalizing the In-store Experiences

- Transform stores into exciting destinations for shoppers
- Invest in in-store fulfilment capabilities
- Complement e-commerce with differentiated store formats



Rise of Circular Economy

- Integrate elements of circularity into business models
- Be clear and honest with sustainability practices and outcomes



Growth in Alternative Revenue Streams

- Analyse, identify and plan the 'why' and 'how' of introducing an alternative revenue stream
- Innovate and partner with vendors who can bring exciting offerings to life



People-Powered Retail

- Invest in Understanding Customer Journeys
- Anticipate and Explore Web 3.0

Opportunities for retailers

Five Key areas where retailers should take action

Current Perspectives of Retail

Employees perform routine, specific tasks to deliver customer transactions

Digitalisation and automation will completely disrupt and displace retail jobs

Unattractive compensation and overall societal perception deter people from joining / staying in retail

Focus on a narrower definition of productivity (financial / transactional performance metrics)

Market expansion can be seen as risky and challenging

#1 Designing customer-centric job roles

Redesigning job roles to be more multi-dimensional, creating seamless and engaging customer experiences

#2 Empowering workers through technology

While technology displaces specific job tasks, it also unlocks the potential for new, higher-value job roles and skills

#3 Engaging the workforce

Reimagining work design, workforce models and the employee value proposition to engage a diverse workforce

#4 Rethinking success in retail

Multi-faceted, integrated metrics and a focus on sustainable workforce productivity enable long-term success

#5 Expanding growth opportunities

A wide range of market entry modes makes it feasible for diverse types of retailers to go global

The Future of Retail

#1 Designing Customer-Centric Job Roles

To drive strong customer relationships and brand loyalty, retailers need to **foster a customer-centric culture** across employees and customers.



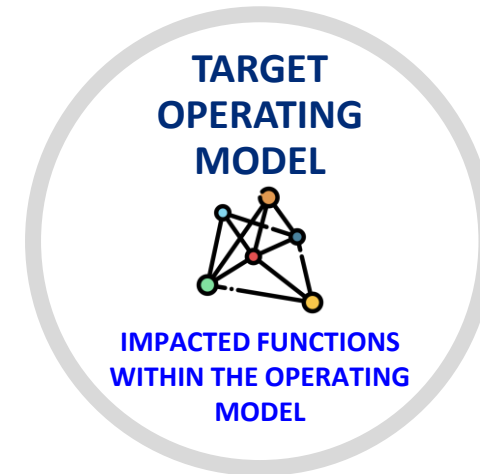
Customer-centric retail experience

- **Rising customer expectations and stiff competition:** Promote the need to provide desirable customer services



Redesign retail job tasks and roles

- **Multi-dimensional job roles:** Provide greater efficiency & agility as they take on tasks across the retail value chain
- **Emerging job roles:** Promote customer-centric & technology innovative solutions



Rise of new retail models

- **New retail models** (e.g. omni-channel retail, curated subscription) require employees to adapt quickly to business and consumer demands

#2 Empowering Workers through technology

Technology is enabling new **opportunities for employees to upskill** and take on **higher-value**.

How can retailers maximise the value of technology



Redesign job roles & reskill the workforce

- Employees upskill on existing and emerging skills, in conjunction with digital transformation efforts



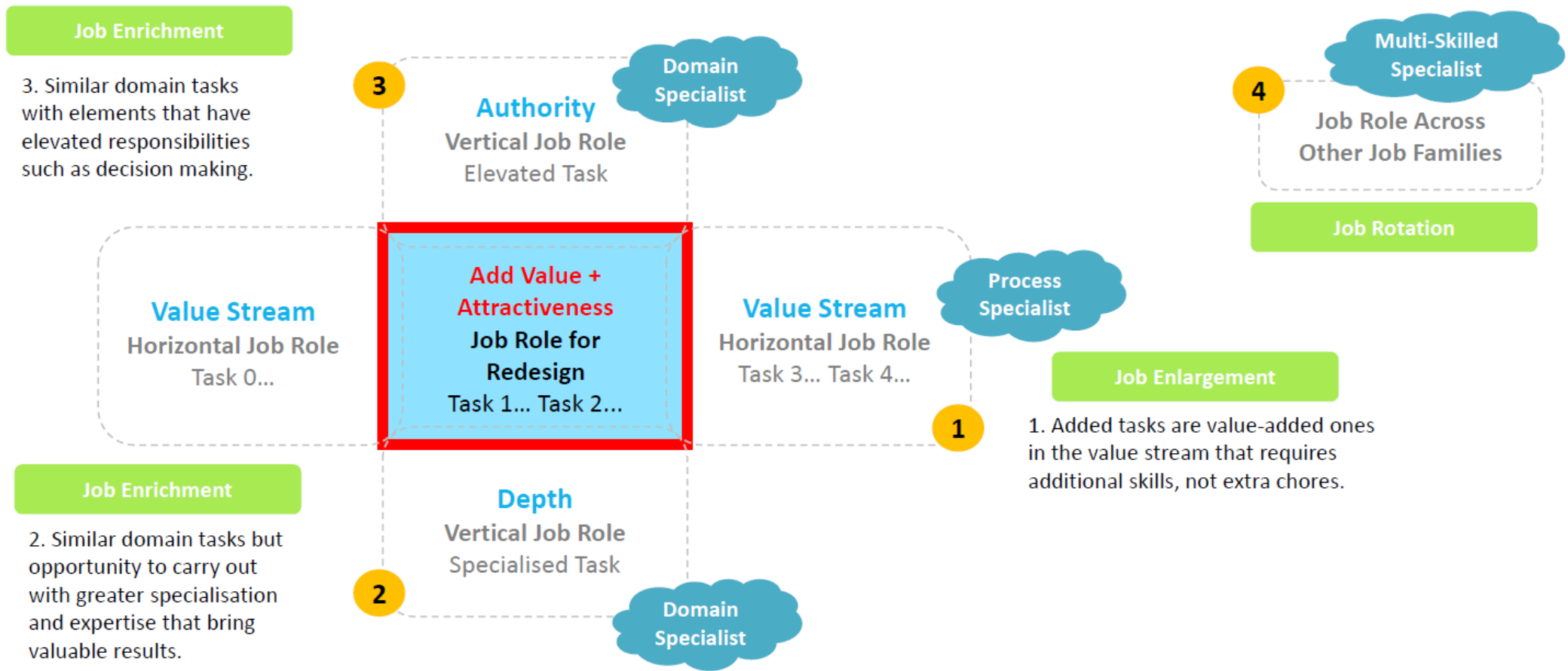
Attracting talent with diverse skillsets

- Attract and hire talent with technical skills and business expertise to enable digital transformation



Sephora places emphasis on its people, helping them to find meaning in work they do. They have redesigned roles to reduce transactional work, focusing attention on providing beauty advice to customers.

Possible ways to reorganise Job Content



New roles will emerge and existing roles will experience varying levels of disruption and impact



Customer Centricity

Specialist Roles

- Sustainability Specialist
- Product Innovator

Cross-Functional Roles

- Customer Experience Manager
- Omni-channel Manager

4 High Impact Roles

- ▶ Sales Associate
- ▶ Sales Supervisor
- ▶ Merchandising Executive
- ▶ Merchandising Manager

10 Medium Impact Roles

- ▶ Store Manager
- ▶ Retail Operations Director
- ▶ Marketing Executive
- ▶ Marketing Manager
- ▶ E-commerce Executive
- ▶ E-commerce Manager
- ▶ Warehouse Operations Manager
- ▶ Logistics Operations Analyst
- ▶ Visual Merchandiser
- ▶ Brand Manager



Technology Innovation

Tech-Lite

- Digital Marketer

Tech-Heavy

- Digital Transformation Manager
- UI/UX Designer
- Customer Intelligence Analyst
- Full Stack Developer

2 Low Impact Roles

- ▶ Brand Executive
- ▶ Logistics Solutions Specialist

#3 Engaging the Workforce

Creating **equitable, transparent and rewarding** manpower relationships to meet expectations across **alternative talent pools**.

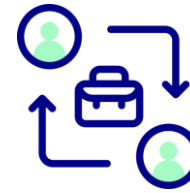
Retail Workforce of Today



Fresh Graduates

Reasons for joining/staying in retail

- Passion for working in retail sector
- Positive past work experience



Mid-career Switchers

- Organisation Brand
- Career Progression Opportunities



Existing Retail Employees

- Interesting Work
- Organisational brand



Common reasons for not being interested in retail / Leaving the sector

Lack of career progression

Lack of work-life balance

Unattractive compensation package

#3 Engaging the Workforce

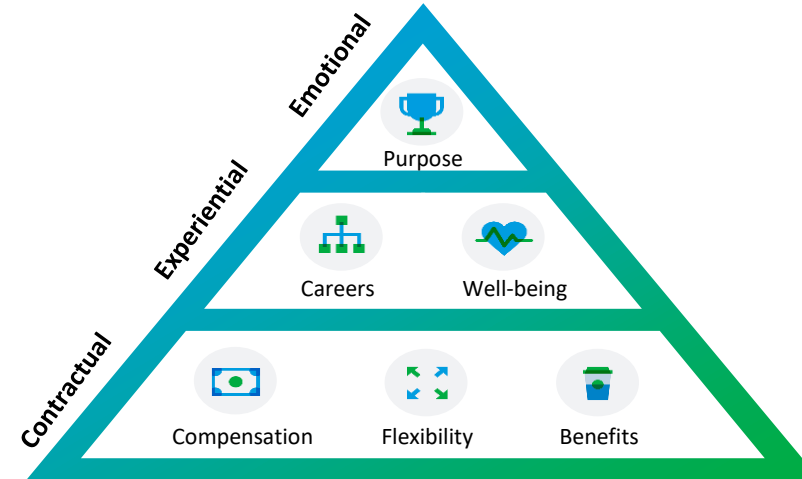
To develop an engaged retail workforce



Defining the unique EVP

Identify the 'deal' between employee and retailer:

- Retailers have to engage employees and be attuned to the diverse needs of employees



Continuous redesign of retail job tasks

Retail job tasks will **constantly evolve**:

- Technology implementation
- Multi-dimensional roles
- Enrichment and/or enlargement of job roles

Provides interesting & positive work experience



Developing career frameworks and pathways

Enabling open and honest conversations about career growth

- Help **identify flexible career paths across functions**
- Determine **training opportunities** related to the key skills in specific roles

Improves career progression opportunities & compensation

#4 Rethinking Success in retail

Success measurement needs to focus on **multi-faceted** and **integrated metrics**, extending beyond financial performance measures.



HR plays a crucial role in ensuring talent remain motivated and engaged in their organisation, while addressing gaps between current and projected workforce requirements.



#5 Expanding Growth Opportunities

In the longer term, retailers can consider leveraging on **Singapore's unique characteristics** as a strategic partner in **regional and global development**.

Modes of Internationalisation



Online Platform

- Sales via personal brand websites and third-party sales platforms



Exporting

- Using domestic production to sell in foreign markets directly or indirectly



Franchising

- Provides standardised products, system and management services for franchisees to tap on local resources



Joint Venture

- Combination of two or more parties that seek the development of a single enterprise for profits



Acquisition

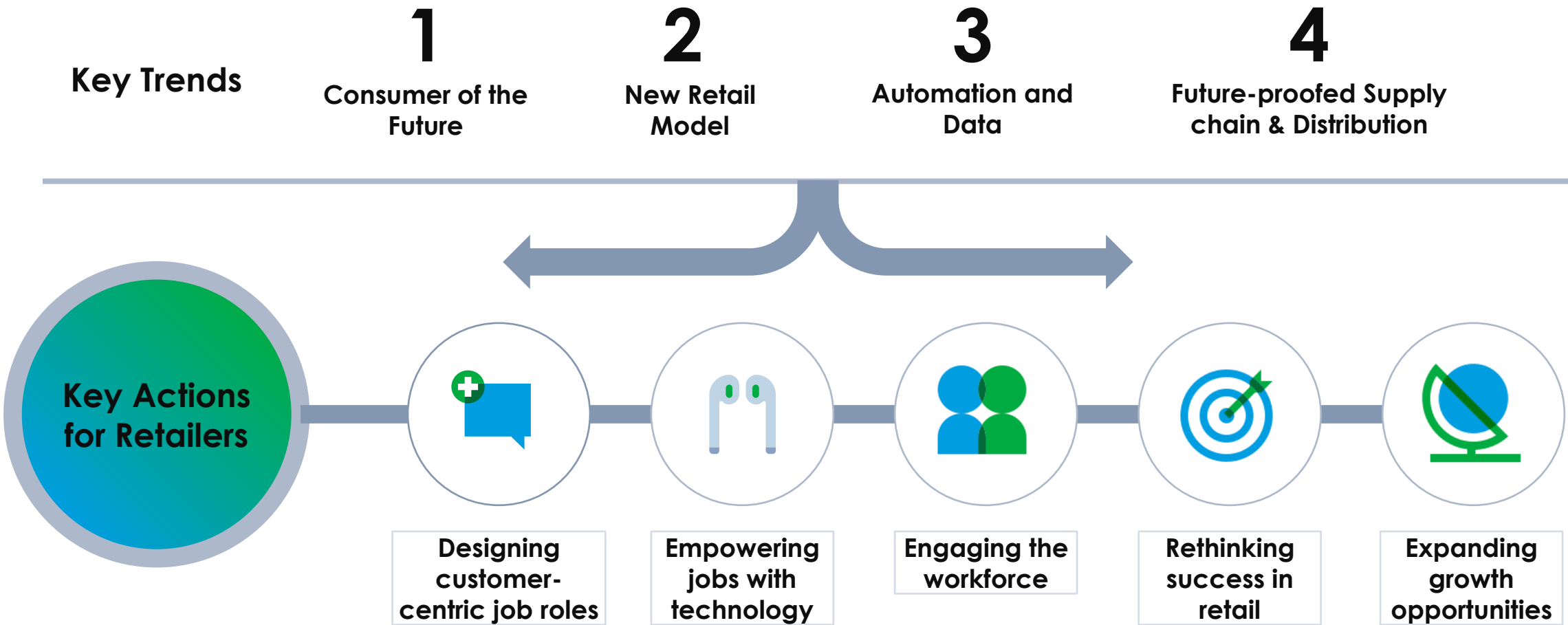
- To gain or purchase another company to be more profitable than entering by itself in the new market



Greenfield

- Establishes a new operating facility or expands its existing facility in a foreign country

To conclude, the Retail JTM act as a roadmap for the sector, outlining the driving change and how retailers should respond to build a vibrant retail sector from 2023



Jobs-Skills Integrator for Retail (JSIT-R)

SNEF is the appointed Programme Manager (PM) for Jobs-Skills Integrator for Retail Industry (JSIT-R)

Objective:



Dedicated intermediary providing retail employers with end-to-end solutions for workforce transformation, employee training and job matching services.



Key Partners:



Supported By:



JSIT-R will act as a key enablers to support retail companies to drive business and workforce transformation

Focus Area 3: Job Facilitation

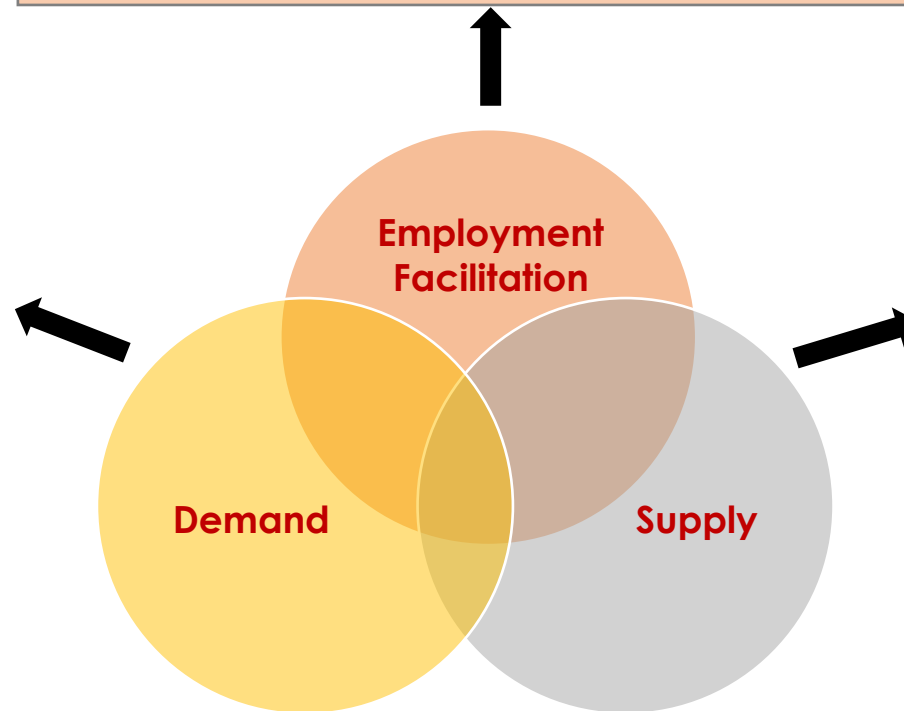
- **Raise awareness** of enhanced job roles, industry skills and career progression opportunities by providing career and training advisory to workers and job seekers.
- Leverage partners to facilitate **job matching and placement**.

Focus Area 1: Job Redesign

- Provide **job redesign advisory** and work with relevant partners to help enterprises kick-start their journey to identify emerging and at-risk roles for redesign based on JTM customised to enterprises' needs.
- **Aggregate the redesigned jobs and skills needs**, and provide reskilling resources for workers to take on redesigned jobs.

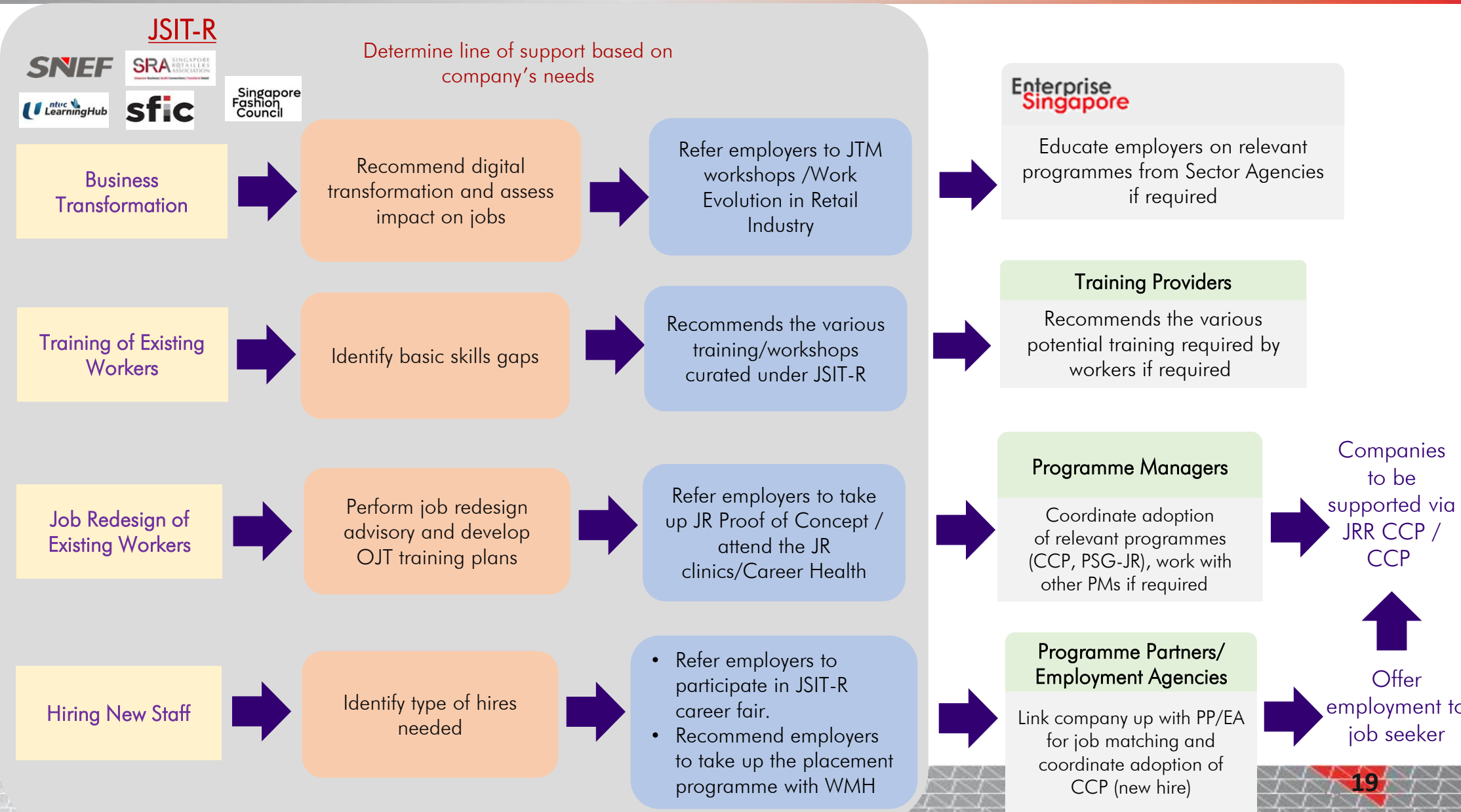
Focus Area 2: Training

- Aggregate skills demands from enterprises' needs and **facilitate enterprises to relevant training providers and programmes**.
- Based on JTM, work with training providers and **curate relevant training programmes** where there is a market gap.



Enterprise's Journey with JSIT-R

Company that requires JSIT-R's support



Activity – Call for Action (5 mins)

Group Discussion and Sharing (10 mins)



Support for Job Redesign under Productivity and Solutions Grant (PSG-JR)

PSG-JR provides companies with **Job Redesign (JR) consultancy** support to complement and drive business and workforce transformation

What is the PSG-JR Programme?

PSG-JR allows enterprises to:

- ✓ Engage **pre-approved JR Consultants** to embark on a JR project
- ✓ Tap on funding support to **defray cost of JR consultancy service**

Note: IT Solutions & Equipment will not be funded under PSG-JR

PSG-JR Eligibility Criteria & Funding Support



Eligibility Criteria

- Registered or incorporated and operating in Singapore¹
- At least three (3) local employees² at the point of application

Note:

¹ **No 30% local shareholding requirement** for enterprise and open to both business and selected non-business entities

² Singapore Citizens or Singapore Permanent Residents



Funding Support

reimbursement basis

- **Funding at 70%** of JR consultancy cost, capped at S\$30,000 per enterprise³
- Eligible enterprises may also tap on the SkillsFuture Enterprise Credit (SFEC)⁴ to defray up to 90% out-of-pocket (OOP) expenses, capped at \$10,000

³ Each enterprise UEN can have **more than one** approved PSG-JR application supported within the grant cap of \$30,000

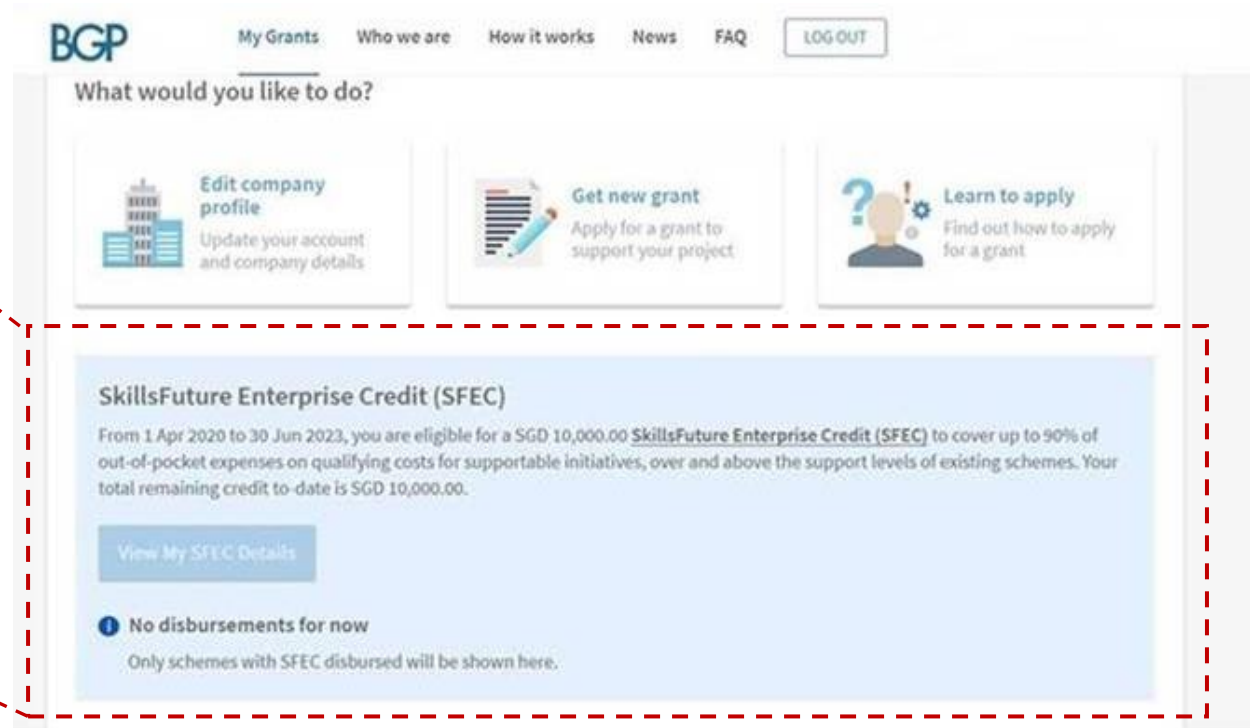
⁴ For enquiries on SFEC eligibility or balance, [visit this link](#) or email: enquiry@enterprisesg.gov.sg

Enterprise may check **eligibility of SFEC** and the **available credit balance** via **BGP**

Scenario

- Enterprise checked via the [Business Grants Portal \(BGP\)](#) and verified SFEC credit balance of \$10,000 is available for draw-down⁵

For illustration purpose only



The screenshot shows the BGP user interface. At the top, there are navigation links: My Grants, Who we are, How it works, News, FAQ, and a LOG OUT button. Below the navigation is a section titled "What would you like to do?" with three main options: "Edit company profile" (Update your account and company details), "Get new grant" (Apply for a grant to support your project), and "Learn to apply" (Find out how to apply for a grant). A red dashed box highlights a section titled "SkillsFuture Enterprise Credit (SFEC)". This section contains the following text: "From 1 Apr 2020 to 30 Jun 2023, you are eligible for a SGD 10,000.00 SkillsFuture Enterprise Credit (SFEC) to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes. Your total remaining credit to-date is SGD 10,000.00." Below this text is a button labeled "View My SFEC Details". At the bottom of the highlighted section, there is a blue information icon followed by the text "No disbursements for now" and a sub-note: "Only schemes with SFEC disbursed will be shown here."

Note:

⁵ Credit disbursement will be processed in the order of claims filed for the supportable programmes. Please refer to FAQs for more information on SFEC.

⁶ A single tranche on reimbursement basis, upon project completion and submission of necessary supporting documents.

⁷ **Not applicable** if Enterprise is not eligible for SFEC or have fully drawn-down SFEC credit balance for other supportable programmes.

⁸ \$30,000 funding cap is applicable (i.e., 70% of \$45,000 = \$31,500. As \$31,500 is more than \$30,000, the funding is capped at \$30,000).

Attractive funding support disbursed upon **project completion**

Scenario

- Enterprise successfully applied for the PSG-JR grant to implement a job redesign project
- Enterprise checked via the [Business Grants Portal \(BGP\)](#) and verified SFEC credit balance of \$10,000 is available for draw-down⁴

For illustration purpose only

| Description: | Example 1 | Example 2 |
|--|----------------|-----------------------|
| (a) Qualifying project cost*: | \$35,000 | \$45,000 |
| (b) PSG-JR claim disbursement ⁵ (70% of project cost, capped at \$30,000): | \$24,500 | \$30,000 ⁷ |
| Out-of-pocket (OOP) expense (a) – (b): | \$10,500 | \$15,000 |
| (c) SFEC disbursement ⁶ (90% of OOP expense): | \$9,450 | \$10,000 |
| Enterprise's nett investment in JR project (a) – (b) – (c): | \$1,050 | \$5,000 |

* Excluding GST

Note:

⁴ Credit disbursement will be processed in the order of claims filed for the supportable programmes. Please [refer to FAQs for more information on SFEC](#).

⁵ A single tranche on reimbursement basis, upon project completion and submission of necessary supporting documents.

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Experienced HR/JR Consultants to support enterprise's job redesign



For more information about the **pre-approved JR Consultants** and their contact information, visit the URL below or scan the QR Code

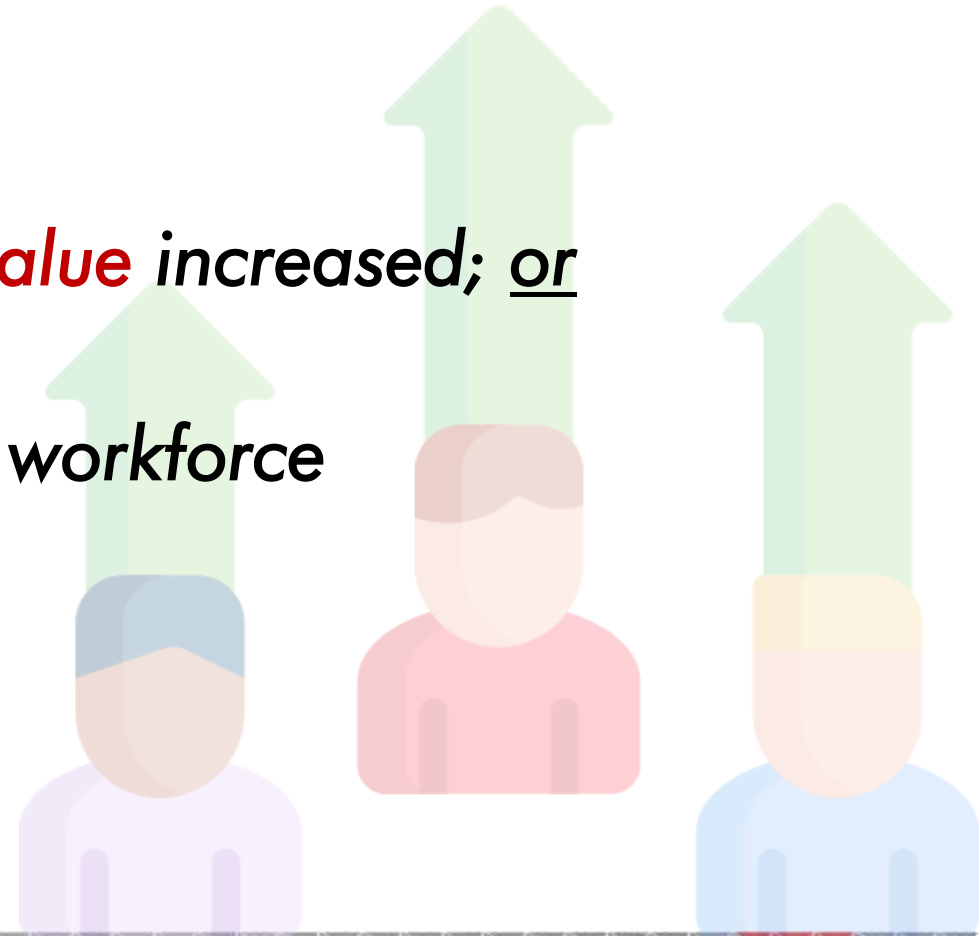
<https://www.gobusiness.gov.sg/browse-all-solutions-job-redesign-solutions/job-redesign-consultancy>



Outcomes required of PSG-JR grant

PSG-JR supports JR projects leading to:

- ✓ Worker's *job size enlarged and/or job value* increased; or
- ✓ Improved *job attractiveness* to the local workforce



PSG-JR Project Illustration (1) - Department Store

- Company identified the **Retail Associate** job role to **attract and retain talent** to tackle manpower challenges and build internal capabilities.
- **To improve job attractiveness**, the company recognised the need to build internal capabilities through **multi-skilling** and stabilise the roles for future business expansion.
- The **redesigned role** will ensure staff are highly effective for deployment. This would lead to **improved customer engagement** and quality of service and improved job attractiveness for **talent attraction** as well as opens up new career pathways through dual roles and a multiskilled workforce.

BEFORE JR

Retail Associate

The role is primarily responsible for day-to-day operations including maintaining the retail store; providing customer service; cashiering duties and coordinating the movement of goods and people within the store.

AFTER JR

- ▲ Job role will be **expanded** to include visual merchandising duties and responsibilities.
- ▲ Job role will be **enriched** to cover work areas relating to:
 - Visual Merchandising
 - Evaluating effectiveness of service operations and delivery approaches
 - Customer Engagement

PSG-JR Project Illustration (2) – Local Retail Chain

- Company recognized the needs to relook on their digitization strategy and business model as they move towards omni-channel retailing.
- **To support their business transformation**, they identified the **e-commerce manager job role**; **marcom manager job role** and **operations job role** will need to be redesigned.
- The **redesigned roles** will increase **productivity** and better harness **employee potential** and capabilities. This would also lead to better clarity in accountabilities across job functions and optimize efficiency, in line with company's omnichannel strategy.

BEFORE JR

E-Commerce, Marcom and Operation job roles

- Teams were working in silos based on the type of channels they were responsible for.
- E-commerce experience was not as seamless as product launches on digital platforms required longer processing time.
- Sales and inventory data were stored in separate software platforms resulting in work duplication among employees.

AFTER JR

- ▲ Operational/ administrative duties were reduced.
- ▲ Job roles will be **enriched** to cover work areas relating to:
 - Data analytics
 - Predicting customer needs
 - Strategy planning



PSG-JR Project Illustration (3) – Attractions /Theme Park

- Company faces challenges in Manpower shortage and lack of customer-centric behaviours for their Retail Associate role.
- Through job redesigned, they combine 2 job roles into a new job role: **Service Associate**.
This allow them to broadened their talent pool and create more flexible talent deployment.
- Reviewed career pathway for scale up, creating more learning and development opportunities for existing employees.

BEFORE JR

Retail Associate

The role is primarily responsible for day-to-day operations including maintaining the retail store; providing customer service; cashiering duties and coordinating the movement of goods and people within the store.

AFTER JR

- ▲ Job role will be **enhanced** to focus more on:
 - Customer-Centric Behaviours
 - Engagement of all guest profiles
 - Sharing Knowledge with guests
- ▲ Job roles will be **enriched** to cover work areas relating to:
 - Service Recovery
 - Inventory Tracking

Management's PSG-JR Experience



"Deep Dive Studios embarked on this project with the key goal of improving talent attraction and retention through a consistent Employee Experience that aligns to our desired company culture.

This project has not only helped to highlight some issues we needed to address (such as different experience levels among line managers and unstructured reviews) but also allowed us to develop a new Employee Engagement strategy where various organisational stakeholders could be jointly-involved for effective implementation of the new processes.

We are especially heartened to see the job value of our HR role increase by over 30%, as measured by the National Job Evaluation Tool and are looking forward to more productivity improvements within the organisation."

Darren Quek, Co-Chief Executive Officer, Deep Dive Studios Pte. Ltd.



"[The support from Workforce Singapore and Singapore National Employers Federation] through the PSG-JR came at just the right time. Our employees benefited greatly from the project, as they were trained and empowered to take on new responsibilities, leading to greater job satisfaction. Overall, the project delivered dual benefits, improving both our business operations and employee engagement."

**Mr Bobby Bock, General Manager,
GBS (Singapore) Pte Ltd**

Career Conversion Programme (CCP)

Retail Roles

What does CCP meant for **New Hires**



New Hires

Mid-Career Switchers join as New Hires

New Hires Undergo Structured On-The-Job Training

Job Ready

Companies benefit by attracting and hiring from a bigger pool of mid-career individuals and tapping on their wealth of experience

Examples

1

**Different Job Role
Different Sector**

Cust Service (Food Service) ➡➡ Marketing Exec (Retail)

2

**Different Job Role
Same Sector**

Cashiers (Retail) ➡➡ Brand Ambassadors (Retail)

3

**Same Job Role
Different Sector**

Business Development (Engineering) ➡➡ Business Development (Retail)

4

**Same Job Role
Same Sector**

* Applicable only to job seekers with 2-years of unemployment or part-time employment

Career Conversion Programme (CCP) for Retail Industry

Reskilling mid-career individuals with new capabilities to take on jobs in growth areas or redesigned job roles

Types of Employees



New Hires



Existing Employees

Job Functions

Ecommerce

Branding

Marketing

Retail Ops

Merchandising

Data & AI

Sustainability

Franchising

Job roles may fall under one or more above job functions for customization based on company's needs.

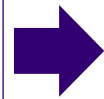
How it Works?



Identify job needs for new hire/existing employees



Development of On-the-Job Training (OJT) Plan with PM



Commencement of 3-6 month OJT



Optional Classroom Trainings (if no inhouse competency)



Future-Ready Retail Talents

Assisted by Programme Manager

At Companies' Flexibility

CCP for Existing Workers



Existing Workers

At-Risk Job Roles are Identified for Redesign

Workers Undergo Structured On-The-Job Training

Job Ready at new role

Companies benefit by creating a multi-skilled workforce and retaining employees who are at risk of redundancy or in vulnerable jobs

Examples

1

Retail Sector

Cust Service Officer/
Warehouse Assist.



Customer Experience Ambassador

2

Retail Sector

Operations Exec/Retail Supervisor



Omni-Channel/
E-commerce Specialist

3

Retail Sector

Merchandiser/
Brand Specialist



Cust Intelligence Analyst

How to do Job Redesign?

Retail FOH & BOH Roles

New Hires

✓ Hire workers without retail skills/experience

Different Job Role Different Sector

Customer Service (Hotel) → Retail Associate (Retail)

Different Job Role Same Sector

Retail Associate (Retail) → Omni-Channel Executive (Retail)

Same Job Role Different Sector

Business Development (Engineering) → Business Development (Retail)

EXISTING Workers

✓ Job Rotation
 ✓ Job Enlargement
 ✓ Job Enrichment

Front-of-House

- With **adoption of technology** such as:
- Inventory Management System
 - Customer Experience Management System
 - In-store digital payments
 - IoT-connected devices

| | |
|--------------------------|--|
| Before Job Redesign | After Job Redesign |
| Retail Associate/Manager | Customer Experience Ambassador/Manager |

Back-of-House

- With **digitisation** and **process redesign** such as:
- Customer Relationship Management System
 - AI-based solutions e.g. smart assistants, chatbots
 - MarTech for automation and smart bidding
 - Ecommerce and social commerce platforms

| | |
|---------------------|----------------------|
| Before Job Redesign | After Job Redesign |
| Merchandiser | Omni-Channel Manager |
| Visual Merchandiser | Brand Specialist |



Funding Rates & Duration for CCP-RI

| COMPONENT | PLACE-AND-TRAIN (NEW HIRES) | JR RESKILLING (EXISTING WORKERS) |
|------------------|---|----------------------------------|
| Support Duration | PMET: Up to 6 months RnF: Up to 3 months | PMET & RnF: Up to 3 months |
| Salary Support | STANDARD RATE: Up to 70% of Fixed Monthly Salary (capped at \$4,000 per month) ENHANCED RATE: Up to 90% of Fixed Monthly Salary (capped at \$6,000 per month) - For Long-Term Unemployed* or Mature workers aged 40 and above | |

**Long-Term Unemployed (LTU) are defined as jobseekers who are unemployed for at least 6 months who are actively seeking employment*

Eligibility Criteria



FOR COMPANIES

- Registered or incorporated in Singapore
- Offer a minimum fixed monthly salary of S\$1,850 for RnF workers (Retail only) and S\$2,500 for PMET workers
- Be committed to work with WSG or its appointed partner on the necessary administrative matters related to the CCP
- Develop OJT for conversion of new hires and existing employees into new roles that are **substantially different from previous roles**
- Provide business transformation plan to justify reskilling of **existing employees** and ensure sound job redesign to support company's growth and achievement of intended outcomes.



FOR CANDIDATES

- Must be Singapore Citizen/PR
- Be at least 21 years old
- Must not be a shareholder or related to the CCP host company, or its related companies
- Must not be undergoing any programmes funded by WSG concurrently
- For **new hires**, OJT should commence within 3-months from date of employment
- **Existing employees** must be employed by company for more than 12-months at the point of application

Career Conversion Programme (CCP)

Generic roles

Overview



CCP for Human Capital Professionals

A conversion programme to support new or existing HR Professionals to attain emerging skills and competencies in the HR industry through structured OJT and work-based project guided by appointed industry experts.



CCP for Professional Executives

Open to both SMEs and non-SMEs across all sectors, this broad-based conversion programme supports mid-career PMETs taking up new business support roles in need of digital competencies through structured OJT.



CCP for SME Executives

A 3-month programme to acclimatise new hires to an SME working environment that includes a 3-day workshop and structured On-The-Job Training (OJT) to help PMETs and SMEs start off on the right foot.

CCP for Human Capital Professionals



Skills & Competencies

1. Core Functional Skills

e.g. Recruitment, Learning & Development, etc.

2. Emerging Skills and Competencies (ESCs)

Job scope must involve at least two of the four ESCs

- i. HR Data Analytics and Visualisation
- ii. Strategic Workforce Planning
- iii. Knowledge in HR Technology
- iv. Change Management

Trainees are required to complete a Work-based Project Report*

*the Work-based Project must involve at least two of the four ESCs

CCP for Professional Executives



- a. Support mid-career PMET from any sector to **transit into business support roles;**
 1. Administration
 2. Business Development
 3. Sales and Marketing
 4. Operations
 5. Project Management
- b. Also supports company whose existing employees are **impacted by business transformation and requires job redesign and reskilling.**
- c. Equip PMETs with **at least one digital skill competency** (i.e. data analytics, technology applications etc.) upon programme completion.



CCP for SME Executives

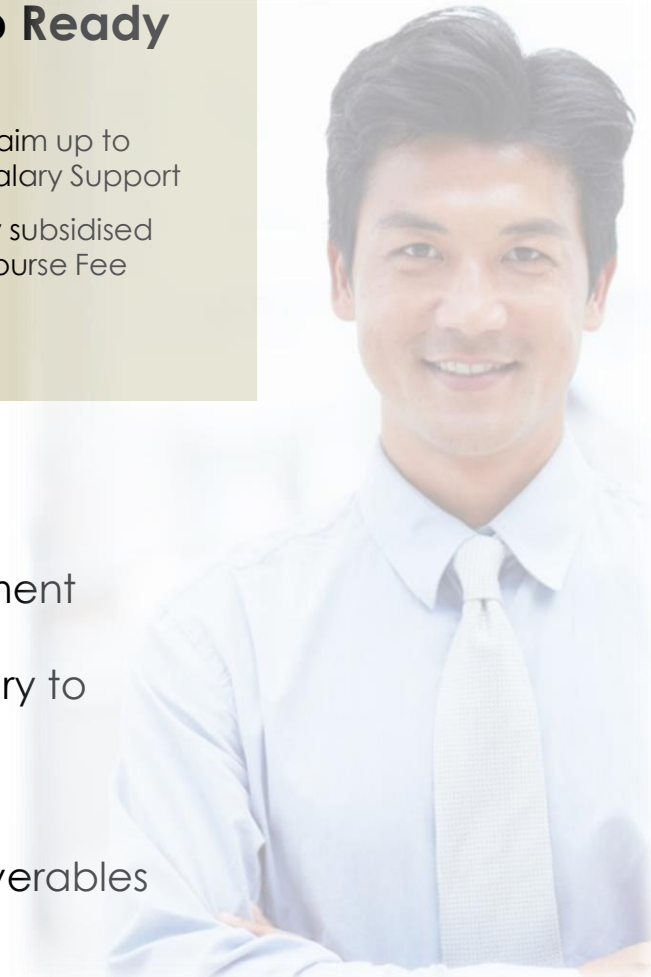


*3-day Workshop Training

Day 1: PMETs will learn techniques to help them acclimatise to the SME working environment

Day 2: PMETs will learn foundational skills in various key business functional areas necessary to operate effectively in an SME environment

Day 3: Joint session between PMETs and their SME supervisors to facilitate interaction and alignment of work expectations, including job descriptions, job tasks and expected deliverables



CCP for SME Executives

| Former SME Criteria | Revised SME Criteria (Effective from 1 Feb 2023) |
|---|--|
| <ol style="list-style-type: none">1. Registered or incorporated in Singapore2. At least 30% local shareholding by Singapore Citizens or Singapore Permanent Residents3. Employment size of not more than 200 (at group level) or with annual sales turnover (at group level) of not more than \$100 million | <ol style="list-style-type: none">1. Registered or incorporated in Singapore2. At least 30% local shareholding by Singapore Citizens or Singapore Permanent Residents2. Employment size of not more than 200 (at group level) or with annual sales turnover (at group level) of not more than \$100 million |



Eligibility Criteria



For Employers

- ❑ Registered or incorporated in Singapore with a valid Unique Entity Number (UEN) with Accounting and Corporate Regulatory Authority (ACRA);
- ❑ Offer a full-time PMET position related to job role which the CCP is for, in accordance with the minimum fixed monthly salary stipulated by respective programme, and at least a 12-month employment contract;
- ❑ Ensure that new hires are not:
 - A shareholder of the CCP company, or its related companies;
 - Related to the owner(s) of the company; and
 - Immediate ex-staff of the company or its related companies.
- ❑ Must put in place structured on-the-job training for the candidate



For Candidates

The Programme is open to all company-sponsored applicants who meet the following eligibility criteria:

- ❑ Be a Singapore Citizen (SC) or Permanent Resident (PR) aged 21 years and above;
- ❑ New hires must have graduated or completed NS, whichever is later, at least two years prior at the point of application;
- ❑ Must be a newly hired PMET (i.e. not more than three (3) months from date of employment), and nominated by an eligible company for the CCP;
- ❑ Must not be in a similar job role prior to joining the CCP;

Funding Support

| Funding by WSG | Standard Rate | Enhanced Rate* |
|-----------------------------------|--|--|
| Salary Support¹ | Up to 70% of monthly salary for CCP training duration (capped at \$4,000 per month) | Up to 90% of monthly salary for CCP training duration (capped at \$6,000 per month) |

***Enhanced Rate:**

Salary Support – For SC/SPR trainees who are unemployed and actively seeking employment for six months or more, and/or SC/SPR trainees aged 40 years and above in the year of commencement of the CCP.

¹New hires put on CCP will be eligible for Jobs Growth Incentive during the qualifying period. Visit www.wsg.gov.sg/ccp for more details.

Upcoming Structured Career Planning Workshop



Structured Career Planning Workshop for Future of Retail

Learning Objectives

1. Understand Job Transformation Map (JTM) for the Retail Sector
2. Understand the objectives and the business case for SCP. This includes how SCP is driven by various HR policies and processes and the overall implementation framework, taking into consideration the retirement and re-employment.
3. Apply SCP Step by Step using the guide: (a) Administer the Individual Career Assessment tools, (b) Conduct Structured Career Conversations and Administer the Career Action Plan, (c) Learn how to handle difficult conversations
4. Evaluate current career development procedures and build SCP into current HR policy

Topics:

1. Job Transformation Map

- * What is Job Transformation Map?
- * The Job Transformation Map for the Retail Sector

2. The 9 Emerging Job Roles and their challenges

- * Introducing the 9 emerging job roles for the Retail Sector
- * Group Discussion – Implications or challenges of the JTM on existing jobs for the near future and preparation of employees for the 9 emerging roles for the retail sector

3. Structured Career Planning (SCP)

- * Introduction to Structured Career Planning (SCP)
- * Understand the need and business case for SCP (For Retail Sector)
- * Group Discussion – Values of Career Conversations in organisations

4. SCP Implementation Framework

- * Understand Full vs Lite Version
- * Understand SCP Step by Step Overview (reference to SCP Guide)
- * Difference between Career Conversations and Performance Review Conversations

5. Engaging in Career Conversion (HOW)

- * 3 stages – Pre-conversation, Conducting the Conversation, Post-Conversation. Who? When? Where?
- * Introducing the SCP Resources/Guide – Resources A to D (for Retail Sector)

Course Fee

Singaporean Citizen/ PR
\$327.00 per pax before funding
(inclusive of GST)

| | |
|---|--|
| First 2 participants (Singaporeans and SPR) from the same company \$27.00 each After JSIT Funding and GST inclusive | Subsequent Participant \$327.00 inclusive of GST |
|---|--|

Foreigner
\$327.00 per participant

Target Audience: HR Managers, People Managers and Business Owners

Delivery methodology:

Mini-lectures, individual & group exercises, case discussions, presentations, roles play etc.

* Participants to bring laptop or tablet devices for exercises

| | |
|--------------|---|
| Date | : 18 January 2024 |
| Duration | : 9am to 5pm (7 hours) |
| Course Venue | : SNEF Corporate Learning Centre @ 80 Paya Lebar Road 13-45, Paya Lebar Square Lobby 2 Singapore 409051 |

Pre-register your interest:

<https://forms.office.com/r/q2sQD4ZLcV>



For Discussion

For further enquiries on JSIT-R, please contact:



JSIT-R@snef.org.sg

Watch out for more information on JSIT-R in this link -

www.snef.org.sg/jsit-r

