



New world.

New skills.

Singapore: Smart Nation, Smarter People

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Upskilling everyone for the digital world

It's a new world, calling for new skills.

Technology is creating as much as it is disrupting jobs. The sheer speed, scope and impact of technological change are challenging businesses and the society at large in fundamental ways, propelling an urgent need for upskilling.

It's not just about Digital Skills

Digital skills are vital; but they're only part of the story. The future workforce needs role-specific, business and soft skills, in addition to digital skills - to be able to work effectively alongside technology.

What is upskilling?

By upskilling, we mean giving people opportunities to gain the knowledge, tools and ability they need to use advanced and ever-changing technologies in the workplace and their daily lives.

Upskilling is more than just providing access to training. It's about identifying the knowledge, skills and experience that will be most valuable in the future for new and transformed roles, the individuals who can excel in those roles, and developing an effective way to support and inspire people to take action today and continue to adapt in the future.

This means understanding evolving skills gaps and mismatches, creating the right employee experience and buy-in to unleash the energy for change, creating engaging skill development programmes and driving the return on investment (ROI) with the right Learning Organisation and technology. The workforce needs role-specific, business and soft skills - in addition to digital skills - to be able to work effectively alongside technology.

In fact, everyone needs digital understanding to see the potential of technology and the ways in which it is able to disrupt and augment today's work. It is a must for one and all, everyone should be able to live, learn, work and participate in the digital world. We need stronger leadership skills: the ability to inspire and empower others to take on the challenge of continuous learning, and to make good decisions about the use and implementation of technology.





The imperative for action



The digital revolution requires a skills revolution, which is about helping people build their digital awareness, understanding and skills to fully participate in the digital world — and it needs to start now.


Much like in other parts of the world, many people in Singapore are worried about their future. This anxiety led by the fear of losing jobs to machines is creating pressure on governments and businesses.

Over 90% of the Singaporean respondents said, they will take any opportunity given by their employers to better understand or use technology, while 85% said they are ready to learn new skills or completely re-train to improve their future employability. This increases to 87% amongst 25-34-year old.

The burgeoning appetite among Singaporeans to upskill is an opportunity for both the Government and businesses, and collaboration is the best way forward to scale up existing programs and develop new solutions.

Singapore's approach to skills development is well-regarded globally, and we are ourselves learning from such comprehensive efforts. The government has put in place a solid foundation with national narratives and institutions such as SkillsFuture and GovTech, which are all paying off. The Professional Conversion Programme, Industry Transformation Maps and SkillsFuture Frameworks serve as tailored guidance for organisations and individuals to prepare for future jobs.


It is important to continuously gauge the current workforce dynamics to not only develop the next phase of upskilling solutions, but also to control increasing disparity, which is one of the unintended consequences of the technological revolution aside from jobs and business disruptions, threatening the stability of our society.



51%
PwC's Hopes and Fears Survey 2019 revealed that 51% of the Singaporean adults are worried about automation putting jobs at risk.

81%

The good news is that Singaporeans are willing to upskill - 81% of Singaporean adults already have upskilling on their agenda, with 61% learning new skills independently.





How to upskill?

We're on the edge of a new world of work -- one brimming with possibilities from automation, data analysis, artificial intelligence (AI) and other emerging technologies. But not everyone has to learn to code.

What we do need across organisations is stronger leadership skills: the ability to inspire and empower others to take on the challenge of continuous learning, and to make good decisions about the use and implementation of technology. After all, technology is only as good as the leaders who identify its opportunities, the technologists who deliver it and the people who work with it every day.

As organisations transforming their workforces to drive productivity, innovation and growth, upskilling is key. It's about anticipating the right skills for the future, laying the cultural foundation, delivering modern upskilling programmes, and building a learning and development function with the right EdTech to deliver a vastly better return on upskilling investment.

5 Building Blocks of Upskilling



1. Identify skills gaps and mismatches

Assess the current environment and challenges. Identify the size and nature of an organisation's skills gaps and mismatches, where to start and what to prioritise.

- Define future workforce and understand the impact of automation
- Assess current workforce capabilities
- Understand the organisational culture
- Identify skills gaps, mismatches and role adjacencies
- Validate the case for change



2. Build a future-proof skills strategy

Build strategic plans to deal with the skills gaps which have the most impact on delivering business value.

- Rapidly review and refresh upskilling strategy
- Make inclusion a priority
- Improve effectiveness of learning organisation & tech
- Test strategic alternatives and scale best-performing programmes



How to upskill?



3. Lay the cultural foundation

Use culture as the bedrock of an organisation's upskilling efforts.

- Create a cultural shift and the right behaviours
- Inspire citizen-led innovation
- Nurture physical vitality and mental wellbeing



5. Evaluate return on investment

Measure the return on investment from upskilling programmes.

- Measure Return on Learning investment
- Track Employee Engagement
- Benchmark the L&D function



4. Develop and implement upskilling

Create and deploy programmes which harness the organisation's culture and use key behavioural economics principles to deliver the right learning experience and rapid results.

- Create buy-in and align rewards and incentives
- Free up time for learning
- Design for an engaging learning experience
- Build digital understanding
- Focus on targeted personal transformation journeys
- Deliver training



Walking the talk:

How Is PwC in Singapore upskilling people?

The digital divide is already a significant global problem and is at risk of getting worse if we aren't successful in helping those currently excluded from the workforce and the next generation to build the right skills. We are working to reach those where the need is greatest.

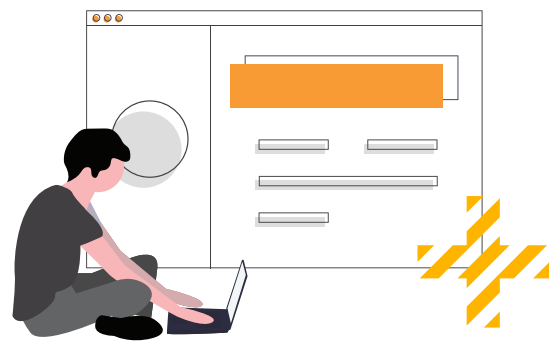
At PwC, we have always embraced new technology and innovation in our ways of working, including learning and development. We started our intense upskilling journey a few years back and devoted our attention to finding solutions that work.

4 Pillars of Our Upskilling Action

1. Upskilling our people

Over the next four years, PwC is investing \$3 billion in upskilling each of our 276,000 people across the global network. In Singapore, PwC is investing around S\$10 million to digitally upskill its workforce comprising 3500 people, under a systematic program involving:

- Curated classroom and virtual training programmes on the basics of data visualisation, data analytics and automation that are customised to various business units' unique needs. These trainings will see our people go through more than 80,000 training hours.
- Continuous development of our people's digital fitness through our Digital Fitness Assessment app which measures users' Digital Fitness Score and recommends customised on-the-go upskilling plans and materials to help improve their score. This mobile app is also available for clients.



- Digital Accelerator Program to engage a highly motivated team keen on leading the digital fitness agenda across the organisation.
- Continuous self-learning outside of the classroom via our easy-to-access internal e-learning platforms and materials.
- Solution-sharing and innovation through our centralised solutions repository and technology collaboration platform.
- Headcount (individuals with advanced digital skills) commitment to help teams utilise insights, automate processes, develop solutions and improve user experience to accelerate digitalisation across the firm.

2. Helping clients prepare and upskill their workforce

We are working with other organisations in both the public and private sectors that are actively engaged in workforce transformation to achieve their business goals and drive productivity. This is not just about developing job-related skills; it's about anticipating the right skills for the future, laying a cultural foundation that embraces upskilling and developing a learning and development function that makes use of the right education technology to deliver a vastly better return on upskilling investment.



Walking the talk:

How Is PwC in Singapore upskilling people?

3. Reaching out to those at risk of exclusion

We are making upskilling a focus of our not-for-profit initiatives. Under our community engagement programs in Singapore, we are proactively reaching out to those who need support to survive and thrive in today's digital world. We are not only working towards replicating and scaling up such existing programmes, but also creating new ones. Some of our initiatives in Singapore include:

- Working with students and teachers, to ensure opportunities are more evenly spread and reach out to people who may otherwise be left behind
- Teaching digital skills to the elderly.
- Boosting digital skills of the disadvantaged youth and updating them about new world career opportunities.

- Upskilling social enterprises and NGOs and preparing them for the digital future.
- Programs supporting and promoting women in tech

4. Convening dialogues

We are facilitating conversations with a variety of stakeholders, including business leaders, policymakers, workers and trade unions, about working together to develop solutions because the scale of the challenge is so great.

In Singapore, we are learning from government-driven comprehensive efforts to transform the workforce of a region. In other places, we are learning from businesses seeking to raise the acumen of particular employees. We are asking CEOs to stand behind a call to action, and we will provide a forum for discussion with governments and civil society.

Join the Movement

This complex problem requires decision-makers across the spectrum — educators; national, regional and local government leaders; and business leaders — to come together. To find out what more we are doing at PwC, get in touch.



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