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FOREWORD

The Ministerial Committee on Ageing (MCA), including MOH, MOM and MCCY, launched the Action Plan for Successful Ageing in 2015, featuring over 70 initiatives across 12 domains to support our seniors in ageing well. To ensure that the refreshed Action Plan continues to resonate with Singaporeans and their needs, a series of engagements have been held to seek the views and ideas of Singaporeans from all walks of life on how we can make Singapore a great place to age. This Citizens' Panel was jointly organized by MOH, MOM and MCCY, as part of this series to co-create ideas with Singaporeans.

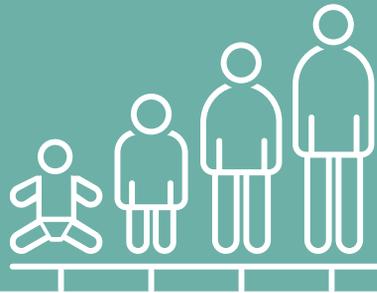
On 25 September 2021, 46 participants from different walks of life were brought together over 4 weeks to brainstorm, develop and refine ideas, to create meaningful and sustainable solutions. With the help of experts, seniors who are seeking to contribute or are currently contributing, and government agency representatives, participants derived at implementable ideas that will make a difference to our seniors in ageing purposefully and actively.

The panel was given the following challenge statement:

How might we as a community come together to enable our seniors to continue to contribute their knowledge and expertise in their golden years?



A group of seniors socialising in a Senior Activity Centre



***What does
contribution in
senior years
mean to us as
participants?***

1A. What does contribution in senior years mean to us?

We, members of the Citizens' Panel are Singaporeans from all walks of life. For the younger ones on the Panel – we are on the starting block; eager to embrace and experience what life has in store for us. At the other end of the spectrum, there are those who are in, or are easing in, to the golden years.

As we move through the different stages of life, our perspective of what contribution in senior years mean changes. The younger ones are envisioning their future, whereas for the seniors, they are living in the here and now.

Below is a summary of the views of Citizens' Panel (compiled from discussions and feedback from participants who were grouped in four age brackets) on how we hope to be able to contribute in our senior years.

AGE GROUPS	PERSPECTIVE ON CONTRIBUTION IN SENIOR YEARS
18–30 YEAR OLDS	Staying physically and mentally well, independent, and self-reliant, staying productive professionally and engaged socially (family & friends)
31–50 YEAR OLDS	Continuing to make positive contribution to the economy (employment) and the society (volunteerism), being valued for contributions in our prime years, and being able to enjoy the fruit of our labour with family, friends, and community.
51–65 YEAR OLDS	Staying healthy & gainfully employed and contributing back to society: being the voice for seniors and stepping up to support other vulnerable groups wherever possible.
> 65 YEAR OLDS	Sharing experiences, insight and wisdom, thereby making a valuable contribution towards shaping Singapore as the place to age well, enjoying retirement while continuing to remain active and engaged socially.



Seniors interacting with a GoodLife! representative, a community based wellness programme helping seniors stay socially connected

As a panel, in our breakout groups, some of us discussed further on what might be the driving forces behind our different expectations across our age-cohorts. The following table is a summation of our preliminary desktop research and lived experiences.

COMMON NAMING OF GENERATIONS	Pioneer Generation	Merdeka Generation / Baby Boomer	Generation X	Generation Y/X/Alpha
YEAR OF BIRTH	Before 1945	Between 1946–1964	Between 1965–1980	After 1980
EXPERIENCES WITNESSED OR UNDERSTOOD	<ul style="list-style-type: none"> • World War II • The Great Depression • Traditional family dynamics 	<ul style="list-style-type: none"> • Post-war period • Independence • Traditional family dynamics 	<ul style="list-style-type: none"> • Economic growth and achievement • Dual income families 	<ul style="list-style-type: none"> • ICT transformation, • Explosion of social media • Variety of family structures
VALUE(S) OFTEN SOUGHT	<ul style="list-style-type: none"> • Respect • Loyalty • Experience 	<ul style="list-style-type: none"> • Standing out • Recognition 	<ul style="list-style-type: none"> • Flexibility • Work-life balance 	<ul style="list-style-type: none"> • Concern for causes • Diversity

1B. Why is it important to talk about this now?



Seniors chatting and socialising with one another

The Action Plan for Successful Ageing was first launched in 2015. As part of the refresh of the Action Plan, we think it is important to look at how seniors can be empowered to contribute because

- a) **Demographically, the old-age support ratio is increasing,**
- b) **Changing mindsets take time**

It is projected that by 2030, 1 in 4 Singaporeans will be 65 years or older, compared to 1 in 8 in 2015. All things being equal, this implies that the 'sandwich' generation would bear an increasing load since they have the responsibility of raising their children, caring for their aged parents and supporting the economy.

With Singaporeans living and staying healthy longer, we can empower our seniors to do more in their golden years.

In addition, on-going research over the past decade (2010–2019) has shown that health-adjusted life expectancy has risen, in tandem with the rise in life expectancy of Singaporeans. In other words, Singaporeans are not only living longer (life expectancy, 84.9 years in 2019), they are also staying healthy for longer (health-adjusted life expectancy, 74.5 years in 2019). This means a larger pool of seniors, whose potential can and should be harnessed for win-win outcomes for all: employees, employers and the nation.

With longer life expectancy, seniors can do more of the things they enjoy, and live out their golden years with fit bodies and healthy minds. Seniors can be empowered to contribute meaningfully through employment and/or volunteerism.

Employers can tap on the availability of a larger pool of seniors to alleviate the shortage of manpower and the resultant reliance on migrant workers.



Seniors chatting and preparing food at an I Feel Young SG event

The Citizens' Panel on Contribution thus set out to develop solutions to empower our seniors to continue contributing in their golden years, while taking into consideration the perspectives and constraints of relevant stakeholders, including senior employers, volunteer organisations as well as Government reps.

The Panel has co-created and put forward (nine) new initiatives to the Ministerial Committee on Ageing (MCA), as outlined later in this report. Four of the proposed initiatives aim to improve the employment experience of seniors and five others will help to improve their volunteering experience.

The success of the proposed initiatives hinges on the following –

- a. **A paradigm shift in thinking about successful ageing:** a concerted and collective effort over time to eradicate biases about seniors' capabilities and interests.
- b. **A Whole-of-Society movement to build an inclusive society:** a system that not only supports seniors, but recognises their potential and enables them to contribute. This will involve the energies of all stakeholders – including Singaporean citizens, private or corporates, community partners as well as the Government.

KEY CHALLENGES



*What were some
key challenges
we identified?*

2. What were some key challenges we identified?

As the Panel participants met in small groups to brainstorm ideas, we noticed some challenges in common. After compiling the challenges, the following are the 7 common themes that emerged:



1. Matching

Understanding aspirations, skills and interests of seniors for better matching to opportunities



2. Shifting mindsets

With a focus on targeting employers, employees and our society at large



3. Encouraging flexibility

Designing better suited arrangements to cater to our senior employees



4. Coaching

Preparing and coaching seniors on how to take up opportunities to contribute



5. Bridging

Bridging the empathy gap between different generations



6. Upskilling

Identifying and addressing skills gaps and providing training opportunities



7. Promoting

Increasing flexibility and visibility of volunteering

OUR PROPOSED INITIATIVES



(Employment-focused)

3.1 – Initiatives for Age-Friendly Workplaces in Singapore (pg. 12)

3.2 – “My Job Kaki” – Dedicated Senior Digital and Physical Job Portal (pg. 18)

3.3 – Job Redesign (pg. 25)

3.4 – Buddy Programme (pg. 31)

3.1: INITIATIVES FOR AGE-FRIENDLY WORKPLACES IN SINGAPORE

What is the context of this idea?

Age-friendly workplace (AFW) practices are crucial to society as employers could harness the human capital based on a multigenerational workforce, including that of seniors. Employers that employ and retain senior workers are in a way retaining knowledge, experience, productivity and diversity in the workplace. Through our team's discussion, the following challenges were surfaced with regards to senior employment in Singapore:

1. There are no clear and comprehensive guidelines for what constitutes as an age-friendly workplace
2. Seniors seeking employment require flexibility and understanding in their work arrangements due to matters such as caregiving needs

Following discussions on flexible working arrangements to the physical work environment to retraining programmes, it is clear that employers are key stakeholders in supporting senior workers in the workplace. Our group narrowed in on the problem statement of *"How can we guide and motivate employers to be more senior friendly?"*.

What are the problems we are trying to solve?

Research on best practices around the world showed that the success of age-friendly workplace initiatives commonly constituted (1) the cultivation of AFW culture in workplaces (2) clear guidance on the standards of AFW practices, (3) a proper system of recognition and accreditation for companies that meet the standards, and (4) whole-of-society acceptance in welcoming senior workers (be it employers, general public, or governments themselves).

In Singapore, the Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP) has a set of Tripartite Standards (TS) to recognise employers with progressive workplace practices. TS consists of 9 different sets of standards, with age-friendly workplace practices being 1 of them. However, in practice, such best-practices can vary in their implementation in different sectors. Customisation of AFW practices may be needed in each sector to meet the specific needs of the employers and the corresponding seniors contingent to the unique workplace.

Our group identified 3 key gaps with the current measures to encourage age-friendly workplaces in Singapore:

1. **Clarity** – Current best practices are brief and generic, with room for improvement and consolidation. There is a lack of clarity on benchmark “best-practices” for age-friendly workplaces.
2. **Awareness** – There is a lack of awareness from employers, employees, and the general public on the existing accreditation standards. Effectiveness is thus limited because a “publicly unrecognised” accreditation will lose its value and significance.
3. **Specificity** – Current accreditation is not specific towards AFW exclusively as each of the 9 standards may be adopted independently. Additionally, accreditation is currently conferred on a voluntary and trust basis, with no audits or verification process on whether companies are indeed meeting and sustaining the standards required.

Our group therefore proposes a 3-tiered approach to redesign an accreditation for employers who have established age-friendly workplaces. With our suggestions, we hope to:

1. Instil clarity through a best practices guide by industry to achieve age-friendly workplaces via progressive cultural shift with strong management sponsorship and subsequent integration of practices across the organization.
2. Raise awareness through ground-up advocacy to support businesses that are age-friendly
3. Co-create with the Government specific accreditation to recognise employers who create age-friendly workplaces

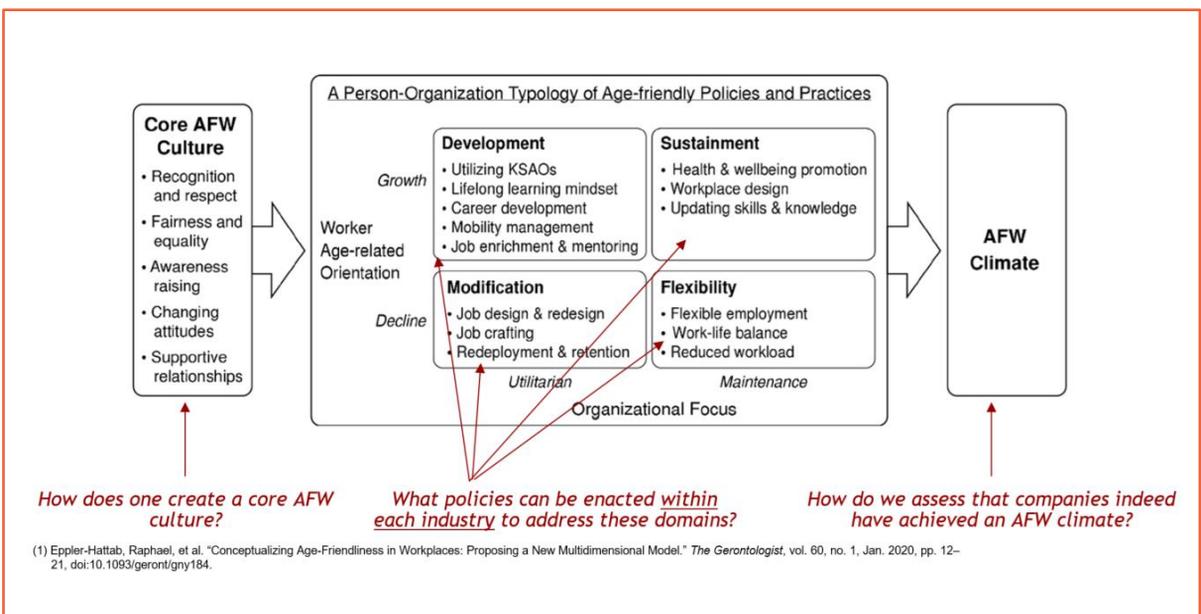


What is the idea we are proposing?

1. Best Practices Guide by Industry

The need for a standard code of conduct comprising a set of practices that can then be easily and tangibly quantified is crucial. Companies that wish to be more “senior-friendly” might not know where to begin and a best-practices guide will help them take this first step.

The best-practices guide should be developed based on established frameworks on age-friendly workplaces, such as one developed by Eppler-Hattab and Raphael on a New Multidimensional Model (1). Using an established framework as the foundation, guidelines can be developed to further define what it means to achieve a AFW workplace culture.



Through our discussion with experts and peers, existing guidelines are also vague. This may be a problem as companies from different industries face a variety of constraints and needs. We propose that the guidelines are developed with specific application on an industry-by-industry basis for clearer guidance. Moving forward, the guide could be reviewed continuously to reflect the changes due to technological disruption or critical events such as pandemics etc.

Practices in the guidelines must be doable and easily replicated, with its success outcomes easily measured for evaluation and subsequent improvements.

What is the idea we are proposing?

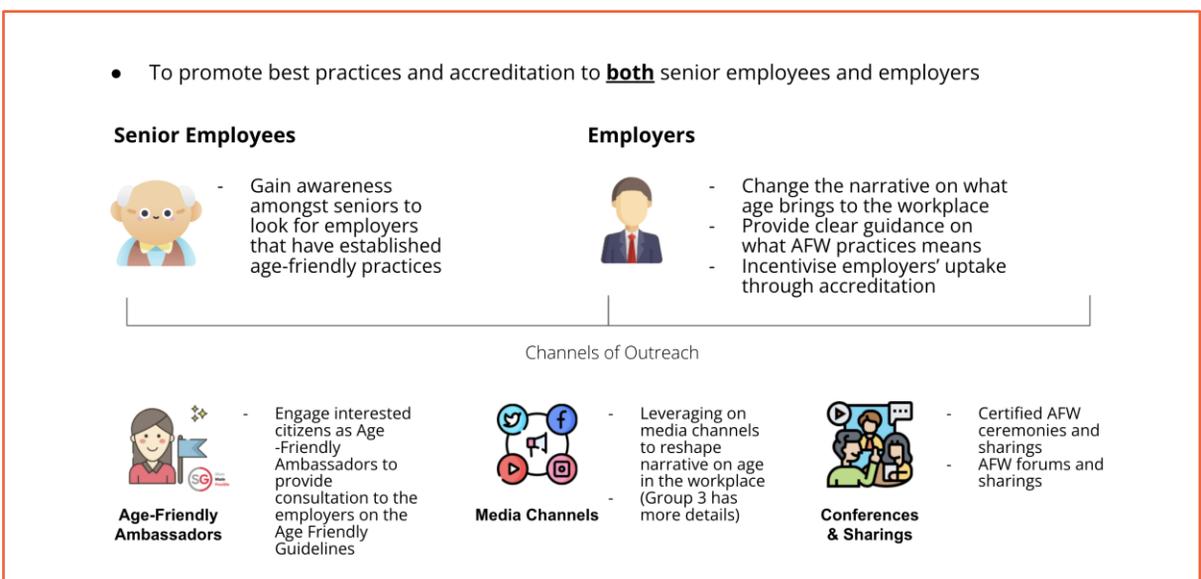
2. Ground-Up Advocacy

We can each play a part in raising awareness of the importance and need for age-friendly workplaces. The 2nd proposed solution comes in the form of ground-up advocacy to promote best practices and the established accreditation to both senior workers and employers.

For senior workers, publicity needs to be generated for them to (1) be aware of what senior-friendly practices there could potentially be, and (2) recognise employers that have well-established age-friendly workplace practices.

For employers, there needs to be enough advocacy to reshape the narrative on what age can bring to the workplace, the mindset of the management and ultimately the entire workplace culture. Employers need to know that older workers are no longer just a “good-to-have”, but with the ageing demographics, will become an eventual “must-have”. The publicity should also illustrate and provide clear guidance for how employers can adopt age-friendly practices, and what benefits obtaining the accreditation could bring to them.

Some proposed channels of outreach will include the voluntary recruitment of Age-Friendly Ambassadors (AFA). Similar to Silver Generation Ambassadors, AFAs can provide outreach and guidance to employers on how to achieve and implement age-friendly practices in the workplace. AFAs can also be used as manpower resources in this campaign for ground-up advocacy. Media channels can also be leveraged to reshape this narrative. And lastly, there could be official platforms such as conferences and dialogues between certified AFW employers and overseas AFW practicing companies for knowledge sharing and further improvements of age-friendly workplace practices.



What is the idea we are proposing?

3. Redesign of Age-Friendly Accreditation Scheme

To encourage more companies to adopt age-friendly workplace practices, there is a need to relook into existing TS accreditation schemes and redesign one that is specific to age-friendly practices. The revised scheme should provide comprehensive guidance and be widely publicised in order to gain traction and importance.

The accreditation could be executed and audited routinely by submitting the necessary documents to the relevant agency in which artificial intelligence (AI) is used for audits to reduce the administration cost. Physical audit could be taken randomly as necessary, particularly when incidences of whistleblowing arise. And if the organisation's audits fall below the 'passing' percentage, then the accreditation may be revoked.

There is also a need to relook into how to incentivise employers who have achieved the established age-friendly workplace practice accreditation. Some ideas generated through this panel include (1) additional funding for the employment of senior workers and implementation of age-friendly practices, (2) certain levels of subsidies for workplace health insurance for senior workers, (3) tax rebates, and even perhaps (4) for government to pledge support to only businesses who have adopted the age-friendly workplace practices accreditation (similar to recent pledge for businesses with progressive wage mark).

- Relook into existing accreditation to re-design one that provides comprehensive guidance, widely publicized, and specific to age-friendly practices



- ✓ Endorse industry-level best practices guide to help employers design AFW practices
- ✓ Support publicity on mainstream media to both seniors and employers to reshape narrative
- ✓ Specific to age-friendly practices (e.g. job redesign, buddy programme) with proper requirements and checks

Possible Incentives for Employers with Accreditation:

- Additional funding for employment and support of senior workers
- Tax credits or workplace insurance coverage for accredited employers
- Government to only support firms with such accreditation (as per progressive wage accreditation)

What are the benefits of this idea?

1. Increased senior employment and inclusivity in the workplace. Job seekers will find it easier to get jobs while existing workers will benefit from workplaces that are better designed to suit their needs
2. Enable companies to attain experienced seniors and gain an advantage among competitors.
3. Change the narrative on what age brings to the workplace from employers' perspective
4. Compliance to Environmental, Social and Governance (ESG) factors which is currently already applied to SGX-listed companies.

What are the next steps?

Agency level

1. Relook and redesign existing accreditation for Age-Friendly companies with different stakeholders.
2. Develop different best Age-Friendly Workplace Practices by Industry.
3. Promote a ground-up advocacy program to create the pull factors for Age-Friendly Employers via Age-Friendly Ambassadors/others in line with the government's efforts to legislate some of the Tripartite Standards into law (push factors) in the future.

Panel level

At the Citizens' panel level, our team will participate in future AFW related workgroups with relevant stakeholders (e.g. MOM/SNEF/TAFEP) to explore how AFW initiatives can be developed further.

Individual level

At the individual level, our team members will equip ourselves with AFW practice knowledge, advocate the cause, influence the practices and reinforce the policy implementation. We can all be walking advocates of AFW practices in our respective workplace and communities.

3.2: “MY JOB KAKI” – DEDICATED SENIOR DIGITAL AND PHYSICAL JOB PORTAL

What is the context of this idea?

There are two facts on the changing demographic in Singapore –

- The population is ageing rapidly. It is projected that by 2030, 1 in 4 Singaporeans will be 65 years or older, compared with 1 in 8 in 2015
- On the other hand, Singaporeans are living and staying healthy longer. This means that we can and should encourage seniors to continue to age well for many more years after they officially reach retirement (presently 62 years)

During our focus group discussions, we have identified the following challenges:

1. Lack of re-employment opportunities for seniors
2. Mental health concerns e.g. anxiety, depression experienced by seniors before and during the re-employment process
3. The need for the re-employment process to be meaningful and memorable for seniors, instead of a negative experience
4. The need for simplification around the re-employment process with the seniors in mind
5. Lapses and overlaps in the services provided by numerous government agencies presently
6. Lack of sufficient support and resources for seniors during the process
7. Dissatisfactory matching between available job scopes and seniors

Based on the above challenges, we derived an idea to address them as a whole. As such, the proposed idea will have a positive impact to address the current challenges as stated, in relevance to getting more seniors getting re-employed and to be able to contribute to the society and community.

What are the problems we are trying to solve?

There are a few existing and future possible problems, which we aim to address:

1. Most job opportunities are centred towards certain job industries e.g. hospitality, cleaning, F&B. However, the current pool of senior candidates and their expertise/experiences are far more diverse than the opportunities available
2. There is duplication of work related to senior re-employment across government agencies which ultimately places the burden on the senior to navigate a scattered system
3. Seniors who undergo the re-employment process find the overall process cumbersome and frustrating, resulting in them giving up or getting stuck in the process
4. Some processes e.g. form filling are too taxing and complicated for seniors who wish to get re-employed
5. There are a few agencies and platforms, such as Silver Generation Office, Centre For Seniors, AIC, e2i, SNEF, Institute for Adult Learning and My Careers Future who are helping seniors get re-employed. However, their resources are not pooled and centralised, so as to achieve efficiency and effectiveness.
6. Existing support and resources provided to seniors during the re-employment process may not be sufficient, focused or even made known to most seniors
7. Even though there are successful job matches, the retention rate is not consistent, as even where there are successful job matches, some seniors find it difficult to sustain themselves in the job and could benefit from post-placement support



Current gaps in the senior employment situation

Many government agencies are addressing senior re-employment but it is scattered, resulting in a confusing and frustrating journey for seniors as:

- There is duplication of work across agencies e.g. e2i, WSG, My Careers Future
- There is no end to end support for the senior through the re-employment process
- Lack of variety of job opportunities across PME and blue-collar scopes of work

What is the idea we are proposing?

We are proposing a Dedicated Job Portal for Seniors, “My Job Kaki” – it is a central hybrid (digital/physical) place where seniors – whether approaching retirement or otherwise – can go to for help if their aspiration is to continue to be actively engaged in the workforce. Seniors who are above 50 years old can access the services provided by this dedicated portal and have a pleasant user experience looking for, and landing on their dream jobs.

We believe that the dedicated job portal addresses the challenges faced by seniors as they search for their dream jobs. We want to alleviate the stress that seniors face – such as when their jobs are being made redundant, or in the face of imminent retrenchment, or for those who are less tech savvy – the rigors of seeking re-employment.

Hence, one unique feature of the Dedicated Senior Job Portal is that it will cater to all seniors aged 50 and above. Seniors who do not know where to go to start looking for job opportunities or need help to navigate the job portal can be plugged in too: all they need to do is to visit the website or one of the ‘kiosks’ located near their homes, scan their NRIC to book an appointment to see an officer of the Dedicated Senior Job Portal who will guide him/her.

The services that the Dedicated Senior Job Portal will provide – online or in-person – are summarised in the user journey below.

Step 0: Reaching Out To Seniors

In order to reach out to seniors, we have a series of marketing strategies such as:

- Coming up with Documentaries of real life case studies via TV Media
- Catchy Public Service Announcements.
- Roadshows
- Social Media, such as Instagram & Facebook
- HDB/NTUC digital boxes to advertise One Stop Portal
- MP walkabouts to promote the portal services.

Step 1: Making Appointments

Especially for those who are not fluent in English, we are opening the Dedicated Job Portal for Seniors via offline and online modes. Seniors can either walk in to offices located island wide or visit the website to register for interest using the online booking system. For instance, we will be introducing an “ATM” Kiosk where seniors can have a choice of booking an appointment with our staff (Kakis) with a card. “My Job Kaki” also provides a hotline for seniors to speak with our staff on general enquiries. Lastly, we will also design an app compatible with most phone models, to allow seniors to make appointments as well.

Step 2A: Understanding seniors' needs and preferences

At My Job Kaki, we seek to understand the demographic background, needs and aspirations of every senior, such as:

- Level of Expertise
- Preferred Industry Type
- Level of Digital Literacy
- Language Proficiency
- Preferred Working Hours
- Preferred Job Intensity
- Health Status – Physical and Mental
- Work Objectives and Expectations

Step 2B: First Consultation

Seniors can choose to meet up with a Job Kaki via Zoom or on site. During the consultation process, depending on the work that seniors are interested in, an assigned Kaki will provide advice on the components which are essential for re-employment; e.g., identifying gaps in the seniors' current skills sets, providing counselling and support including refresher courses on job interviewing skills, communication & interpersonal relations, and tips for reintegration into the workforce upon successful employment..

Furthermore, the Kaki will also recommend specific skills which need to be acquired or upgraded in order for the seniors to remain employable in the future. On the other hand, seniors can also inform the Kaki about the criteria of their dream jobs, if they wish to work in the same industry as before, or they are willingly to be re-deployed in different industry(ies). Lastly, for seniors having difficulty crafting a CV, or in navigating the Job Portal, the Kaki will assist the seniors in these tasks and upload the CV into the portal system for use in future applications.

Step 3: Profile Generation & Aggregating Opportunities

Based on the skills sets and the criteria of desired jobs, the Kaki will carefully match-make the seniors to suitable job openings via the centralised job listings from all agencies (perhaps through an API to pull and aggregate listings). From the CVs created and stored in the job portal, the Kaki will help seniors submit applications to prospective job opportunities.

Step 4: Booster Sessions for Seniors

To prepare the seniors for interviews with prospective employers, there are booster sessions that the Kaki will provide as in-house services:

- Health check-ups (physical & mental well-being)
- Digital refresher courses
- Information of employment guidelines in Singapore
- Job coach to ensure seniors are prepped for the interviews
- Job counsellor to check-in regularly with seniors to ensure they are feeling positive and confident throughout the job search journey.

Step 5: Employment Confirmation

Once employment is confirmed, the Kaki will consider the case closed for the senior. After which, there will be check-ins (in 6 months, 12 months) to receive updates and provide further support to the senior if necessary.

Step 6: Pay-it-Forward Volunteer Kaki

Seniors who are successfully re-employed are encouraged to serve as volunteers for this Initiative. They can pay-it-forward by volunteering at any of the one-stop-shops or the digital platform: volunteer kakis may share personal lessons and stories so as to inspire and encourage fellow seniors in their search for their dream jobs.

What are the benefits of this idea?

Our group envisions that successful implementation of this idea will bring about positive outcomes including the following:

1. We want “My Job Kaki” to be the go-to place for any senior aged 50 and above who are in job transition – be it prospect of job redundancy, retrenchment, or seeking employment following retirement –
 - More employers from all industries to be involved by posting job vacancies on the portal; thereby increasing the possibility of seniors finding jobs that match their needs, skills sets and aspiration.
 - By participating in “My Job Kaki” job portal, employers will realise the value that mature employees bring to the workplace; and adopt progressive hiring practices for senior employees.
2. Presently, there are many agencies and platforms (e.g., Silver Generation Office, AIC, Centre for Seniors, e2i, SNEF, My Careers Future.) that offer help to seniors seeking gainful employment as well as resources to ensure that they remain employable during their silver or golden years. We believe greater synergy will result if there is greater collaboration among the agencies and a concerted effort to pool their resources and centralise them under “My Job Kaki”.
3. With the set-up of “My Job Kaki,” seniors seeking seeking employment will receive –
 - assistance during every step of their job application;
 - booster sessions preparing them for interviews with prospective employers; and
 - practical help and encouragement up till 6-12 months of successful on-boarding.

We are confident “My Job Kaki” will help the present cohort of seniors (who may not be tech-savvy) in the job searches. In the years to come, we envisage the dedicated senior job portal will be able to augment the services it provides; thus presenting a win-win outcome for seniors and their employers.

What are the next steps?

Panel level

- Understand the seniors' aspirations and need for services of designated job portal in different age bands: (a) those in their 50s who jobs are made redundant or retrenched; (b) those who experience difficulties securing employment post official retirement.
- Invite Workforce Singapore (WSG) and Silver Generation Office / Agency for Integrated Care (SGO/AIC) to begin conversation on how they may collaborate to better serve the seniors in the area of employment, and how their databases can be pulled together using API.
- Invite other job portals (relevant to seniors) into the conversation progressively to validate the prototype design, and standardise job application form.
- Study feasibility of using current infra services e.g. AXS machines, and setting up one-stop-shops within community centres
- In the next 3 years, bring employers and SNEF on board in a more sustainable manner to curate employment opportunities that meet the changing aspirations and evolving needs of seniors..

Individual level

- Conversations on "My Job Kaki" initiative with our families and friends to explore the possibility of starting the initiative as a citizen workgroup.
- Conversations with our network of friends to understand the concerns of employers when it comes to employing seniors.
- Conversations with seniors to identify the current gaps in digital literacy seeking re-employment, and engage students in IHLs to implement courses to plug the gaps. Students in IHLs can also lend their expertise to re-design forms and processes.

3.3: JOB REDESIGN

What is the context of this idea?

Seniors (in one or more of the following situations) seeking to re-enter the workforce:

1. Retrenched / retired from previous job
2. Too early to retire
3. Wishes to stay active and be gainfully employed –
 - Be financially independent (for own expenses);
 - To contribute to upkeep of family expenses; and
 - As caregiver to elderly parents.

What are the problems we are trying to solve?

- Ageism is still prevalent. In tandem with the move by the Government to raise retirement and re-employment ages of Singaporean workers, [see note below], employers who have reservations on hiring seniors need a change of mindset, and work towards employing more seniors and building an inclusive workforce.
- Acute manpower crunch in many industries has meant reliance on migrant workforce to keep the economy going. On the other hand, we have seniors among us who wish to continue working beyond official retirement. However, they face difficulties in landing jobs even though they are qualified, experienced and have the skills sets for the job roles.
- Exploring ways to tap on this pool of qualified and experienced Singaporeans would address the manpower shortage (employers' concern) while giving the seniors avenues in which they can age with dignity and purpose.

Note: On 1 Nov 2021, MOM announced that retirement and re-employment ages for Singapore workers will be progressively raised to 65 and 70 years old respectively under Retirement and Re-employment Act to support older Singaporeans who wish to continue working to do so. For a start, the process will start on 1 July 2022, when the retirement age will be raised to 63 and the re-employment age to 68.]

What is the idea we are proposing?

- Capitalise on Micro-jobs where seniors can fit into a job or task based on the need of companies similar to LEGO bricks where each piece fits with one another.
- As companies and work processes are varied, therefore seniors who fit the bill should be given equal opportunity for the job. Some examples below of how they can be re-designed:
 - Seniors can be provided with some relevant short term training regardless of their work experience and qualification. (Refer to Table 1 in Annex)
 - Flexible time and working days where blocks of working hours were a pre-agreed arrangement. (Example: 4 and 6 hours, 3 to 4 days a work week) (Refer to Table 2 in Annex)
 - Analogy of taxi drivers who cover different shifts but essentially do the same task/job
 - Example: Cyber-security job – Two trained seniors can cover one day's task. Senior A (from 7.00am to 1pm) and Senior B (from 12 pm to 6 pm). Both work on Monday, Wednesday and Friday.
 - Changes to the benefits and remuneration. (Refer to Table 3 in Annex)
 - Re-design of workplace and process depends on types of job and possibility of doing so. Re-design is the default choice.
- Seniors are employed based on merit and ability.
- Employed seniors to be treated as another key member of the team and not as a token or CSR requirement.
- Change of employer and seniors' mindset.

What are the benefits of this idea?

- Employers will be able to fill the gap on tasks which can be accomplished within the same day.
- Two seniors with different work days and work shifts are able to take the place of a full-time staff.
- Skilled, qualified and experienced seniors can utilise their time meaningfully and be able to support the economy in general.
- Main bulk of the workforce from the Baby Boomers and early group of Gen X are educated and well skilled.
- Less dependent on foreign workers. Future influx of foreign talents will diminish/reduce as more countries demand for their skills/ talents. Therefore, it is important not to ignore seniors as a key resource.
- Overall costs of employing seniors may even be cheaper as they do not incur additional expenses compared to foreign talent (such as housing, relocation, home leave and etc.)
- Seniors will feel valued and recognised that they can still be a contributing member of society. Hence, this will remove the real and perceived view that seniors are a burden to the rest of the society.
- Improve the social and emotional well-being of seniors.

What are the next steps?

1. Regular social media campaign with videos to highlight model CEOs who are currently practicing age-friendly job redesign (example: Prudential and Mandarin Oriental)
2. Reaching out to the CEOs of companies who are able to support this initiative of job redesign to set the ball rolling by working on a pilot program with a duration of 2–3 months. Once successful, possible to roll out to companies which require support to achieve job redesign.
3. Work with Government agencies (such as MOM/MCCY/MOH) to work out possible legislation and framework

Panel Level

- Outreach campaign 1 – Such as creating video and posts on social media (Instagram/Facebook/Twitter) showing employers actively engaging seniors which will make the main bulk of the future workforce. (Tagline: Force of the future, Regardless of Age, #whynotseniors)
- Outreach campaign 2 – Changing mindsets on new work arrangements (for seniors and employers – which can be done simultaneously by exploring the concerns and fears of employers so as to make the pilot program more viable/workable)
- Pilot Programme – Team members (who are willing to participate) working together with support from companies and government agencies to kickstart. (Refer to table 4 in Annex)
- Paradigm shift– Employer mindset change on ageism.



Instagram Page

8

- #whynotseniors
- Polls and surveys on hiring seniors.
- Portray exemplary employers who are actively hiring seniors.
- Share employer point of views on hiring seniors.
- Showcase senior's capability .

Annex

Table 1

Work Redesign : Training can be in-house and/or at any recognized institutions (e.g. ITE and polytechnic, other government agencies etc.)

Qualification	Work related Experience	Qualified	Can be trained for task / Training* provided	Redeployed to other areas within the company	Status/Comment/Area of concern
All	Yes	Yes	NA		
	No	Yes	Yes	Yes	Close
	No	Yes	No	Yes	Close
	No	Yes	No	No	Before an applicant arrive at this point, it will be good to work out an exit strategy early where their morale and self-image is not affected. With the information and the skillset of the applicant at hand, the company can work with MOM or other companies to match the suitability (that is to find the right fit)

Table 2

Flexible Time / Day

	Number of Days	Duration	Remarks
Fixed	2 to 5 days per week, same day every week (may and may not include weekend)	<p>1/ Slot in 2 or 4 hours block (morning, afternoon or evening). A combination of block depending on the need of employer and also urgency of work.</p> <p>Example:</p> <p>a) A full day means two blocks of 4 hours.</p> <p>b) Other variation such as one block of 4 hours and one block of 2 hours. This means total of 6 hours. Meal break of 1 hour before the commencing the 2 hours block.</p> <p>2/ Fix block of 4 hours can be as follows:</p> <ul style="list-style-type: none"> - Morning – 8 am to 12 noon - Afternoon - 1pm to 5pm - Evening - 6pm to 10pm 	<p>1/ Employer may furnish their manpower requirement schedule about 2 weeks in advance.</p> <p>2/ Employees need to indicate and commit to the dates and time that they will be available.</p> <p>3/ The importance of being committed and being reliable in honoring the agreement must be emphasized.</p>
Flexi	<p>2 to 5 days and the days may not be the same every week (may and may not include weekend)</p> <p>Note: In my opinion, this arrangement may be disruptive to the employer and may not be feasible.</p>	Block of 4 hours apply but the time can be set by the employer due to their business operation or as agreed by both parties.	

Annex

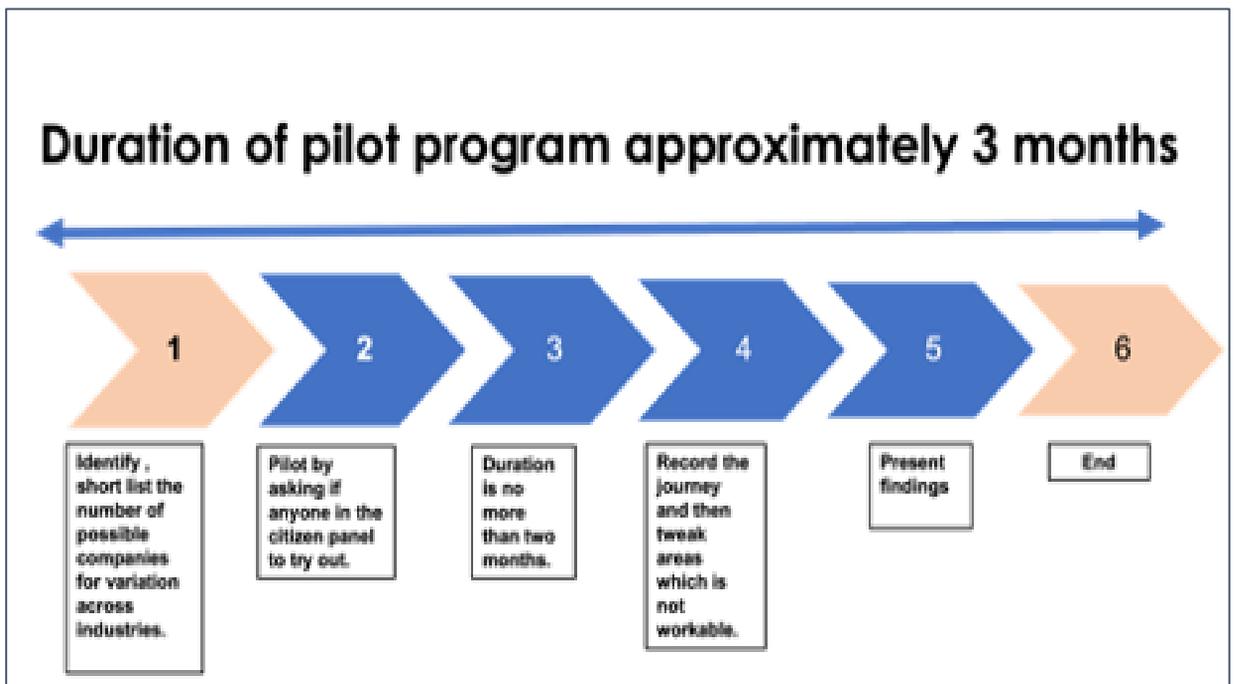
Table 3

Compensation

<ul style="list-style-type: none">• Salary<ul style="list-style-type: none">• Compensated on an hour basis.• The hourly amount can be computed based on the monthly salary of a full-time worker.• Compensation is based on the basis that the same qualified senior doing the same task as their full-time colleague. The only difference is senior are paid on an hourly basis.• CPF as per the government requirement (rate of contribution depending on age)• Bonus – compensated based on the number of hours the senior puts in within the calendar year and then pro-rated.• Medical<ul style="list-style-type: none">• as per full-time employee for normal medical bill and/or• covering the cost of co-payment if senior is warded• Contributing to Medisave• Paid Annual Leave – not applicable to seniors.• Training – Employer paid about 60% of hourly rate during training.
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Table 4

3-Month Pilot Programme



3.4: BUDDY PROGRAMME

What is the context of this idea?

As human resources are our nation's most valuable assets coupled with increasing healthy lifespans, we are recommending a Buddy Programme to help enable our seniors to transition well to working life, especially in the PMET arena as there is a significant demand from enterprises for qualified skills. More younger citizens are also holding white-collar jobs and our PMET workforce is expected to continue to grow further.

Target group: Seniors (above 60 years old)

1. Interested in returning to work (contribute to the younger generation, learn new skills, be financially independent, etc)
2. Presently working in a company (upskill along with the changing times such as in digital tools, while contributing to the company)

As Singapore progresses and more community initiatives are geared towards the silver generation to enable a smooth and successful transition for ageing, one of the concerns is employment and much-needed areas to look into are the 'assimilation and acclimatization' of seniors into the workforce. More Singapore-based companies are open to re-employ and hire seniors into their workforce but have concerns about seniors being less able to adjust or fit into their organisation.

Seniors who eventually found jobs, be it low-skilled rank-and-file jobs or high-skilled PMET jobs, were initially apprehensive of their new roles, new environment and potential challenges to learn new ways of working. Fears of not being able to fit in are part of the seniors' concerns, possibly caused by fears of ageism and other reasons. We conducted a survey and the results can be found on this link:

https://docs.google.com/spreadsheets/d/1tOtURMub29SrlvFquvc_yReyOGiehZKVAeu7z xu91rw/edit?usp=sharing

There is no consistent evidence that suggests older workers are less productive than younger workers. Job performance is generally similar across various age groups. Similarly, there is also little evidence that chronological age alone is a strong determinant of health. Yet, studies consistently reveal an overall negative bias against older workers. Research from Singapore also found that expectations of work withdrawals, assumptions about health, and decision-makers' age influence negative attitudes towards older workers. Seniors could be as effective as other employees, but the perception of employers might not be so which places seniors in a much more disadvantaged position compared to younger workers, despite their relevant skills and work experiences.

Evidence demonstrates that older workers are just as effective at work as their younger colleagues. Fewer customer confrontations have been attributed to the presence of older workers. They tend to have better emotional control, and are able to handle crisis management, and possess problem-solving capabilities. With their wealth of life experiences, seniors can add value to the team and mentor younger colleagues which also contributes to the overall emotional health. Thus hiring seniors will contribute significant benefits to the companies in the long term.

We realised that the initial stage of joining the company, or into a new department in the same company, could be daunting especially when they join a new work environment in this technologically-driven marketplace.

Thus we are proposing for an initiative to be established within the company, called the 'Seniors' Buddy Program'. The will be in place during the hiring and employment process in which Human Resources will support Senior Management to assign buddies from within the same department to help the new employee 'make life easy', and help build new staff build bonds with his/her new colleagues, starting from within the same team or department, and expanding to the larger organisation.

What are the problems we are trying to solve?

To address the issues that some seniors face during the assimilation and acclimatization in jobs, below are the 4 points gathered by the group.

1. Competencies and skill sets

Finding competency and confidence in developing skill sets at work may be a challenge for some seniors. Some seniors may not feel competent and confident in gaining mastery of the new skill sets involving technology. These seniors often find it difficult and pressured to adjust to new digitalised workplaces and learn digital skill sets, as compared to the younger generation. Two obvious areas where seniors are naturally weaker than younger generations are in eyesight due to short and long sightedness, and lower physical stamina. But these are natural and should be taken into consideration in the job design.

The younger generation can quickly execute tasks involving technology with ease as digitalisation has been closely inculcated into their daily life such as the use of gadgets and social media to name a few. This is an additional challenge for seniors at work as they are mentally pressured to be on par with the younger generation where employers use common KPIs as performance indicators between seniors and other employees.

2. Social culture and identity

Some seniors find it difficult to gain familiarity in their new surroundings, and make new friends. More should be done to assist the senior to learn the company culture and identify with the intergenerational workforce so that the senior becomes fully adapted with his/her new identity. There are seniors whose identity are strongly tied into 'older age being more superior' as they have been operating in a manner in the past. Moving forward, they need to relearn that no age is more superior than the other as each generation has different skills and can value ad to the company. Ageism has to be reduced as best as possible for our community to thrive.

3. Takes two hands to clap; communication is two-way

In a progressive organisation, company protocols, methods, lingo, operations, company-specific terminologies, etc. are updated regularly due to the competitive environment we face. When a senior is supervised by a younger person who uses a lot of new lingo and ideology, often rattling through at a fast pace, the senior may not raise questions but is in reality finding it difficult to learn the new lingo. Thus having common corporate language to refer to the corporate activities are helpful.

Changing trends tend to create communications gaps between the generations and increase the sense of isolation for seniors who are out of the loop.

Technological changes in communication methods and new ways of working that comes with it create additional challenges that seniors find uncomfortable to cope with. e.g. Zoom meetings replacing physical meetings, and changes in instant messaging platforms. Such changes may cause seniors to feel isolated from the younger staff members who are more familiar with the new communications technology.

4. Gaps in leadership

There are gaps in the leadership's ability to redesign the organisation to enable both young and old to perform well both in the short and long term. Enhancement and development of leadership skills have typically been around how to achieve business objectives and performance targets based on pools of large young workers, but not around how to manage and lead intergenerational teams. This is the way for our future as the lifespans of Singaporeans have increased and many are able to continue contributing during their silver years.

What is the idea we are proposing?

We are proposing 2 ideas; a Seniors' Buddy Programme for seniors, and at the next stage a Staff Lifecycle programme for companies, which will include a specially curated 'Buddy Programme' with a checklist model in a Guidebook.

Proposal A – Seniors' Buddy Programme

Who is it for:

- New senior employees in the company
- Senior employees who are already employed in the company but are transferred to a new role

Here is a video to introduce the program:

https://drive.google.com/file/d/1tXtx5l2JODRztf_5Ujr2t5tfOfBdwh9z/view?usp=sharing

Every new senior staff member to the department will be assigned a buddy who is a current staff member in that department. The buddy will help the senior to adjust to his/her new environment encompassing both the work and also getting to know his/her colleagues. These social bonds will help the seniors to adjust and assimilate into the new environment more effectively. With the Seniors' Buddy Programme, the senior will have a greater sense of belonging in the company and thus, this enhances job satisfaction and work productivity.

It is recommended that Seniors' Buddy Programme continue for the duration of the staff's probation period, or for at least a month in the case of a staff transfer, so that the senior always has someone to get in touch with if required during these initial weeks.

There have been numerous studies and reports including this article by Harvard Business Review entitled 'The Case for Hiring Older Workers'¹ which outlines the many benefits of an inclusive approach towards staffing and employability for the companies, including every individual and overall society.

1. The Case for Hiring Older Workers': <https://drive.google.com/file/d/1hQcJvL1jiw93INRnsq7jwiDACva-m-48/view?usp=sharing>

Proposal B – Staff Lifecycle Handbook for organisations, which will include a specially curated ‘Seniors’ Buddy Programme’ supported with a checklist model and guide

Who is it for: Organisations which intend to have a fair representation of our Singaporean community in their companies may refer to this Handbook for suggestions on how to organise its staff towards high productivity and performance, whilst including seniors into their workforce. This approach can also add to the sustainability of the organisation as much of its skills and culture are retained in the organisation and can evolve with the times as appropriate.

Companies are encouraged to have an employment model for staff sustainability where a cradle-to-retirement approach is in place for its employees who are committed to the organisation’s objectives and perform towards these organisation goals. The programme intends to support senior employees to ‘get off the rat race’ but remain in employment during their senior years so that the company does not lose precious skills and knowledge. Our seniors can remain engaged and mentor, coach, and support their younger colleagues who may need experienced advice before making their decisions for the company. These multi-generational teams can be a valuable knowledge-and-skill asset to employers and be a competitive edge for the company. It is also proven that long-term employment boosts team spirit and performance.

Guidebook

This would be a reference handbook or guide book to support organisations in onboarding seniors facing various work challenges such as digital literacy, teamwork, etc. This may include scalable, easily adaptable, tailored and structured toolkits for seniors, and is also relevant for organisations managing seniors in transition within the workplace.

With this Seniors’ Buddy Programme, we aim to mitigate fear, anxiety and eventually staff turnover which results in low productivity and performance. With such a good programme in organisations, we can reduce wastage of time, money and resources faced by the organisations when seniors are not able to fit into their company, department or division. In addition, when companies are not able to fill the needed vacancies, the often quick-fix is to hire foreign workers instead. In some companies, this results in a two-tier organisation whereby foreigners are in one tier and locals in another tier. This is a poor social construct which we have been facing in our community for years especially in the finance and manufacturing sectors.

Furthermore, in cases where seniors could not fit in well into the organisation, poor mental health is often one of the unfortunate outcomes which leads to poorer overall health among seniors. This is an undesirable outcome for our community as it leads to negative impact to our family units and causes an increase in social problems.

Overall, we want to make life better for these seniors especially for our educated PMETs who are still able to contribute. Thus, as Singaporeans are our national assets, we should continue to endeavour for our people to be able to remain relevant and productive in the new economy and society for as many years to come including for our future generations too.

What are the benefits of this idea?

A more productive and healthier workforce as the seniors will be able to find their place in their new jobs and department/company in a shorter time frame due to the community bonds he/she has found in the department/company. He/She will feel more valuable and be more committed to delivering good work and continuing to improve his/her skills to keep up with the challenges which the company faces in the competitive world.

The use of a buddy system may accelerate the productivity of new senior hires and enhance job satisfaction making it easier for employers to retain individuals. Such a system helps build an immediate personal connection between the new employee and the organization. In addition, a new employee who is made to feel part of the workgroup gains more confidence and is likely to become more productive faster. Having seniors and younger colleagues work together on a more personal level would also help to bridge the intergenerational communication and empathy gap to a large extent in the long run. This can also have spill over effects to personal and social lives, helping the young and seniors engage better.

The buddy can make the new senior employee feel welcomed, answer questions and help the new employee navigate through the organization's culture. This leads the new employee to feeling comfortable sooner and achieving a sense of acceptance and belonging. For example, new hires may be uncomfortable asking questions for fear of appearing incompetent. Buddies can fill in the gap by making themselves available for questions that new hires might not want to discuss with their boss. Buddies also can show the new employees around, introduce them to others, go to lunch with them the first few days, keep lines of communication open while respecting confidentiality and offer encouragement. Buddies can teach them technology that is specially catered to their level of understanding as digital skills are one of the concerns for seniors.

Productive ageing should leave no one behind and we need to create a future norm for people of all ages to continue to be productive as this is a very strong part of our Singaporean identity. We cannot afford to have ageist views and discriminate against fellow Singaporeans as all of us will age. Many people, particularly those who have enjoyed long and meaningful careers, do like to work. Work gives us meaning and purpose, and life can be empty without it. Work represents an opportunity to give value to others and the community. It gives us a network of friends and associates to be with. It gives us something to do with our intellectual, physical and emotional energy. Why would we want to retire if we love our work?

Singaporeans should aim to be amongst the top five nations in the world where its citizens are healthy and productive in our long lifetime, which also provides economic benefits to our country. This will require active partnerships across several sectors, stakeholders and traditional boundaries, and some initial investments to create age-friendly environments which will benefit us across the generations. We also hope that these efforts will enable our Singaporean workforce to have happy families, higher birth rates and more next generation Singaporeans born locally. All these will help us to build, maintain and refresh a vibrant community across the generations towards a sustainable nation. The longevity revolution is here to stay for a stronger Singapore Core.

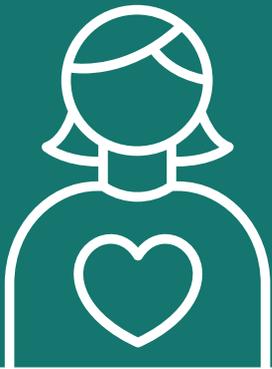
What are the next steps?

1. Identify two Singapore-based companies of different sizes (confer with NTUC and MOM for suggestions, eg. AIC and PSA) where trials of the Seniors' Buddy Programme can be tested within three months.
2. Form a committee to develop and oversee the programme including two teams consisting of staff from the chosen companies to conduct the trials.
3. Run the trial with at least three seniors in each organisation and collate the learnings and recommendations to be put forth for the final recommendations to MOM.

Following discussions and if support is available, a Staff Lifecycle Handbook for organisations, which will include a specially curated 'Seniors' Buddy Programme' supported with a checklist model and guide can be developed for reference by companies.



OUR PROPOSED INITIATIVES



(Volunteering-focused)

4.1 – Care2Share (pg. 39)

4.2 – Stories from Our Seniors (pg. 43)

4.3 – Local Connectors (pg. 47)

4.4 – Befriender+ Program – A Friend for Every Senior (pg. 49)

4.5 – All-Comers Café – Intergenerational Café' (pg. 56)

4.1: CARE2SHARE

What is the context of this idea?

In the first two sessions of the Citizens' Panel workshop, the group identified nine challenges. From the nine challenges (image below), several ideas evolved to address them. Care2Share was one. The proposal was to address the volunteering challenges. The project will help have a significant impact on Challenges 5 and 9. These challenges deal with the issues of matching senior skills and experience to the right volunteering opportunities and enabling seniors to self-organize to make their contributions. In addition, the project also impacts Challenges 4 and 8. These are inter-generational communication and empathy gaps and providing opportunities for seniors to experiment with their volunteering contributions. Finally, the project touches on Challenge 6. It deals with the issue of helping seniors transition into the new role of volunteering.

1. How might we **enable age-friendly working arrangements** to support more seniors to stay productive at work?

2. How might we create **age-friendly workplaces** (physical workplace and culture) to support senior workers?

3. How might we **shift mindsets to better recognise the value** of senior employee and volunteers?

4. How might we **bridge communication and empathy gaps** between generations to support more meaningful contribution?

5. How might we **understand senior skills and experience to match them** to the right opportunity to contribute?

6. How might we **prepare senior volunteers and employees** to transition into new roles, in a way that feels comfortable to them?

7. How might we support senior citizens and volunteers to **use digital tools** in a Post-Covid era?

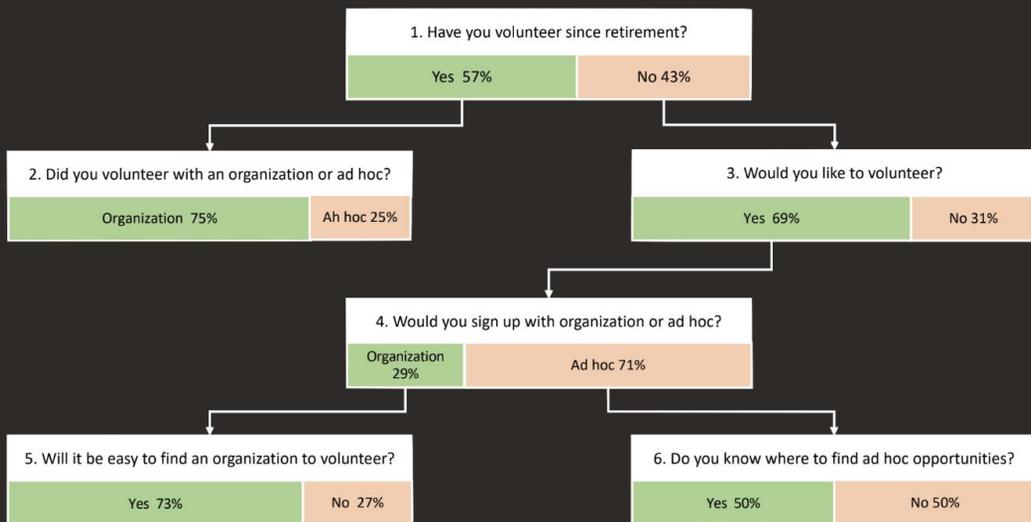
8. How might we **help more seniors to feel open to experimenting** with new opportunities for contribution?

9. How might we **enable self-organisation** of seniors to make their own contribution?

What are the problems we are trying to solve?

There are several problems that the group is trying to address and eventually solve. Firstly, many seniors are already volunteering. However, there is a small percentage who are not but want to. We ran a quick 24-hour poll to assess the situation of a small segment of retired professionals. We found that close to 47% of them have not volunteered after retirement. The good news is that nearly 70% of them would like to volunteer. So there is still a large number of retired professionals that we can tap on. The challenge is that these professionals would like to volunteer on an ad-hoc basis and are not committed to an organization. Another challenge is that 50% of those who want to volunteer on an ad-hoc basis do not know where and how. They need help.

-  Professional retirees want to volunteer.
-  They want to volunteer on their own time.
-  Need help to know where to volunteer.



What is the idea we are proposing?

We propose a Care2Share program to bring skilful, knowledgeable, and experienced seniors into the volunteering environment. The program will pair a senior with an individual. The senior will guide the individual who is trying to solve a specific problem. The senior and the individual will work on their timelines. The focus of these is needed life-long skills.



Some examples where senior talents can contribute are retired cooks and nutritionists helping households eat better and save money. A retired manager coaches a person having challenges progressing at their workplace or retired carpenters assisting people in refurbishing furniture and assisting homes to manage their clutter. Retired cobblers will work with kids to repair and extend the life of their shoes. Or a retired financial executive guides a family to manage their finances not to live paycheck to paycheck.

Talents & Life Skills

(Examples)

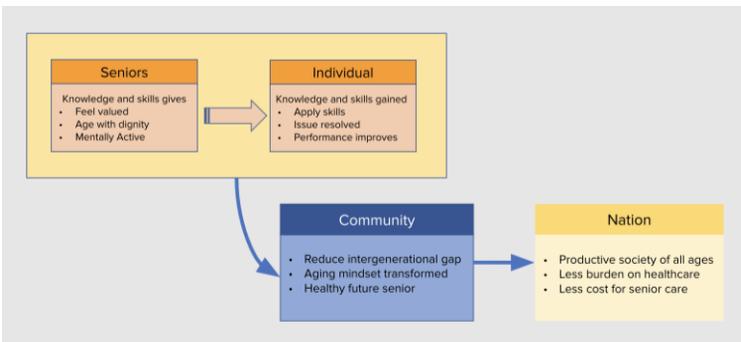
- For retired cooks and nutritionist → Eat Well and Safe
- Retired Managers → Perform Well @work
- Retired Carpenters and ID → Return to Glory
End of clutter
- Retired Cobblers → Save your Sole
- Retired Finance executives → A little leftover

What are the benefits of this idea?

Three groups benefit from the implementation of the project. Firstly, the individual. They are both the senior volunteer who gives (the giver) and the individual who receives the guidance (the receiver) of the interaction. The giver feels valued and motivated in that he can contribute to help the receiver. In the process, they have established social connections. This will have a positive effect on the senior. Finally, the individual will have likely resolved the issue or problem and gained the skill to handle future issues.

This interaction between the senior and the individual will result in inter-generational empathy leading to better communication and greater understanding of one another. Over time, the mindset towards seniors and ageing will transform. Everyone can be more productive regardless of age.

Finally, the senior being both mentally and physically engaged will promote a healthier senior. A healthier senior will be less strain on the healthcare system, leading to lowering of healthcare costs per capita.



What are the next steps?

1. The Panel will need to find a sponsor or an ally to support and broker this idea to the community it serves. Different organizations can support the initiative at different levels. Possible agencies that can champion this idea include PA and NLB because of their broad reach and the availability of facilities and resources.
2. The agencies can reach out to their constituents or members to identify passionate individuals. At the same time, the Panel working with organizations can identify seniors with skills, knowledge, and experience who are willing to volunteer.
3. The seniors will undergo training conducted by the agency to induct them in their volunteering journey. When the agency finds a match between senior-individual pair, the pilot begins. Together with the sponsor, the Panel will evaluate the initiative's outcome and effectiveness by reviewing the exchanges and modifying the processes; and scaling up the program.

4.2: STORIES FROM OUR SENIORS

What is the context of this idea?

As Steve Jobs once said, 'The most powerful person in the world is the storyteller. The storyteller sets the vision, values, and agenda of an entire generation that is to come.' Contrary to the common term 'Silver Tsunami' that was previously popularised in Singapore, seniors have an abundance of experience and life stories at the palm of their hands.

There are 2 parts for this initiative:

1. Seniors are first encouraged to be upskilled and learn effective storytelling (without book) and story-reading (with book) techniques from a group of trained storytelling/story-reading experts and professionals.
2. Next, we aim to establish a platform for our "trained" seniors to share stories with children, the general public, or even other seniors.

What are the problems we are trying to solve?

1. Loss of identity: Loneliness and loss of social networks, social connections and personal identity among our seniors that comes with retirement.
2. Loss of knowledge and experiences as generations pass: Passing down of skills from one generation to another, especially personal experiences and spoken Mother Tongue Languages (MTL), tends to get lost with time.
3. Empathy gap between generations: The younger generation are typically less fluent in MTL as English has emerged as the dominant language spoken at home amongst all the races.
4. Feeling valued within society: Keeping seniors engaged and providing them with opportunities to enrich their lives with meaningful activities which can interest them, and they can enjoy participating in.

What is the idea we are proposing?

1. Organise a storytelling / story-reading training course for our seniors to attend and pick up techniques and skills to be effective storytellers / story-readers. For seniors interested in engaging and passing on knowledge to the younger generation, courses for story-reading in MTL will also be available.
2. Considering the current pandemic situation, we envision classes to be done online using video conferencing software (e.g. Zoom or Microsoft Teams). These sessions will be conducted by professional storytellers (cf. 'What are the three next steps' (2.)).
3. The seniors will have a choice to learn 1) tips and skills to become better storytellers and/or 2) learn story-reading techniques in their own mother tongue. These sessions will include topics like – how to better engage your audience both online and in person; how to improvise when reading stories to children; how to leverage technology for storytelling; hands on activities for story-reading and many more.
4. Subsequently, there will be trials or dry runs organised for our seniors to prepare them for their storytelling or story-reading experience. Plus, this will help build up their confidence.
5. Once trained, our seniors will be provided platforms to conduct their sessions. Venues and events will be available for them to run storytelling / story-reading sessions online or in-person to the general public, or even with other seniors. These could be in pre-school centres, primary schools, in Senior Activity Centres, old folks homes, or even during cultural festivals and events for MTL appreciation.

OUR SOLUTION

1. Get organisations support to champion and fund training programmes
2. Engage professional storytellers to conduct training for seniors, and let our seniors gain new skills
3. Publicity to invite members of the public to attend 'Stories from our Seniors'
4. Provide a platform (i.e. Zoom) for the now-trained senior storytellers to practice and conduct storytelling sessions
5. Organise trips to preschool centers for seniors to do story reading sessions for children in MTL
6. Hold storytelling sessions by seniors for seniors at community centers, libraries and senior activity centers etc.

SENIOR STORYTELLING

- How to engage and sustain interest for your audience when storytelling - online and offline?
- How to use digital tools for more interactive online sessions?

(MTL) STORY READING

- How to narrate stories and interest a young audience?
- How to hands-on activities to interact with your audience?
- How to select reference books that showcase cultural and heritage?

What are the benefits of this idea?

1. Seniors are mentally stimulated and engaged during training and are provided opportunities to share their knowledge with different audiences – general public (storytelling) or younger generation (MTL story reading)
2. Building intergenerational empathy and bonding through the passing down of knowledge, language, culture and heritage.
3. Engaging children to be more proficient in their MTL skills by learning conversational skills and listening to stories in their own mother tongue.
4. Trained seniors who are proficient can be engaged in cultural festivals and events and be given a small remuneration for their time.
5. Providing seniors with meaningful time to spend in their retirement age and empowering them with skills which they can enjoy and apply within their families, the young, within their families, members of society or with other seniors like themselves.

THE PROBLEM TODAY

Mr Mohamad (Retirees)



- A social disconnect after retiring, loss of social network
- Loss of identity and self-purpose
- Desire to spend time more meaningfully and pick up new skills after retirement
- Knowledge & stories that resides with seniors like him without an avenue to share

Mrs Lee & Alan (3GEN Families)



- Strained intergenerational relationship due to language barriers
- Seniors feeling disconnected with younger family members
- Desire to share knowledge (e.g. MTL) but not properly skilled to pass down knowledge
- Unsure how to compete with hyper-engaging online media

What are the next steps?

1. Speak with organisations such as NLB, RSVP Singapore, CDAC, Sinda, Mendaki, Eurasians' Association, People's Association to adopt the programme.
 - a) Get support from RSVP volunteers to provide IT training for seniors who require them (for seniors to be proficient in conducting storytelling sessions via Zoom for example).
 - b) Publicity of events – storytelling events, these could be on Zoom or in-person should COVID-19 measures allow.
 - c) Speak with NLB to get support for programming and provision of resources (e.g. MTL books)
2. Engage and hire proficient professional storytellers (MTL and Non-MTL) to conduct training for volunteer seniors.
 - a) Get quotations from different organisations on training costs (in progress)
3. Engage with centres to provide venues for our seniors to have their training and conduct their storytelling sessions.
 - a) Secure locations / venues where training can be conducted for seniors. These could be in-person sessions, or trainings over Zoom.
 - b) Other locations could be pre-school centres (reaching out to PCF, NTUC, MOE and private institutions) to invite these our seniors to be trained and conduct their sessions for young children.
 - c) Engage People's Association community centres, Senior Activity Centres to organise regular storytelling sessions for seniors / general public by seniors.
 - d) Organise events like storytelling competitions to grow a generation of storytellers.

4.3: LOCAL CONNECTORS

What is the context of this idea?

Seniors who are keen to volunteer, feel socially isolated or in need of support lack awareness on who they can turn to and how to seek these services. There is a weak sense of community amongst neighbours today where residents tend not to know each other well. There are also bureaucratic challenges for ground-up initiative to help and support each other. There are under-utilised facilities in the community which are inaccessible to residents. Community facilities such as community centre rooms and studios; RC corners and void-deck pantries are typically locked and not available to residents to book. Only sports facilities are currently available for booking by the public. However, ground-up initiatives need activity spaces to operate in.

What are the problems we are trying to solve?

1. Current community spaces feel inaccessible
2. There is a lack of space to incubate freely
3. Booking for a location to mingle is not straight forward

What is the idea we are proposing?

The Kampung Connection Incubator

We propose to set up an incubator infrastructure consisting of community facilities and administrative and logistics support to provide an environment that is conducive to the seeding and growth of ground-up initiatives.

The incubator space could include the following:

- HDB void decks with meeting tables and seating
- HDB gathering spaces
- Community centre: meeting rooms, dance studio, cooking studio, etc
- RC offices/corners
- SSA facilities

What are the benefits of this idea?

With the incubator space made available, we hope that

1. Residents will have a space to meet informally and collaborate
2. There will be opportunity for seniors to continue upskilling
3. Seniors, especially those living alone, will be able to build a sense of community, make meaningful relationships and increase trust between neighbours.
4. With more access points, the dependency on MPs regarding community-related issues may lessen

What are the next steps?

1. In order to verify that there is aspiration for greater autonomy by residents and such an incubator space might serve their need, greater ground engagement could be conducted which may include, among other possibilities, a survey among existing groups on Meetup.com, Facebook groups, C3A, a chosen community. Other engagement could be in the form of a pilot of the incubator at one Community Centre to gather data.
2. Coupled with the incubator space, there should be accessible platforms for senior residents to book these spaces, virtual and in-person.
3. Together with the government agency, there should be mass publicity and promotion on the availability of such spaces

Our idea: The Kampung Connection Incubator

An incubator infrastructure consisting of **community facilities** and **administrative and logistics support** to provide an environment that is **conducive to the seeding and growth of ground-up initiatives.**

4.4: BEFRIENDER+ PROGRAM – A FRIEND FOR EVERY SENIOR

What is the context of this idea? Several issues were highlighted by various organisations during their presentations. For instance, MCCY spoke about the barriers that seniors face in working and volunteering, RSVP shared about challenges faced in outreach to seniors and the lack of digital literacy among seniors, and MOH highlighted the sizable number of seniors living alone. Hence, the idea of having a program which can reach out to every senior and enable and encourage them to take up relevant volunteer and job opportunities was initiated.

What are the problems we are trying to solve?

- 1. Lack of access to opportunities.** Some seniors do not know where and how to look for volunteering and employment opportunities. They may not have access to the Internet or a smart-phone, they may not be English-educated, and they may also consider it troublesome to travel to another place to find out more, or simply lacking the motivation to do so.
- 2. Lack of awareness for existing portals and physical centres.** While there are existing portals¹ listing volunteering and work opportunities, as well as physical centres², seniors may not be aware of them and hence do not use them. For instance, for seniors who are technologically-savvy but do not know the existing portals, they may have difficulties navigating the different websites when looking for relevant volunteering and employment opportunities. This can lead to confusion among the seniors.
- 3. Lack of search function on opportunities near seniors.** In addition, trying to look for volunteering and employment opportunities that are in their vicinity can be troublesome without a relevant search function on the portals.

1. <https://www.volunteer.gov.sg/> and <https://www.mycareersfuture.gov.sg/>

2. SG Cares Volunteer Centres: <https://www.mccy.gov.sg/sector/initiatives/sg-cares-movement> and SGUnited Jobs and Skills Centre: <https://www.wsg.gov.sg/sgujscentre.html>

4. Not every senior is befriended. While there are existing befriending programs provided by different Social Service Agencies (SSAs), not every senior has a befriender. In some cases, the seniors even need to sign up on the SSAs websites to be befriended³. Apart from lacking a social support system, the seniors may also not be aware of the key changes that affect them, as well as the myriad of volunteer and employment opportunities available.

- a) Not all seniors will attend Active Ageing Centres (AACs). The Senior Activity Centres which traditionally serve mainly seniors living in rental flats are gradually being changed from 2019 to AACs to serve more seniors. Despite this, not all seniors will attend active ageing centres.
- b) Not all benders are trained to share opportunities. While most benders are given basic training⁴, not all of them are trained to share volunteering and employment opportunities with the seniors.
- c) Not all befriending services are long-term. Some befriending services occur one-off and may not lead to building of trusting relationships between seniors and their benders.

5. Lack of a central coordinating body. Without a central body to coordinate and fund the effort to reach out to all seniors, it could be challenging for the individual SSAs to do this on their own.

3. https://www.sinda.org.sg/financial_assistance/elderly-befriending/

What is the idea we are proposing?

1. Befriender PLUS (Befriender+) program – A Friend for Every Senior

This program will aim to reach out to every senior with information about volunteering and employment opportunities, and assist and encourage seniors to try out such opportunities. Instead of one-off visits to share the program, the befrienders (the PLUS Befrienders) are also going to be friends of the seniors on a long-term basis, building trust and relationship, and offer a deeper and more targeted level of engagement regarding volunteering and employment opportunities where warranted. The use of easy to access, one stop portals will enable the PLUS Befrienders to do their job effectively and efficiently. Hence the two pillars of this program will be human networking and support plus technology.

- a) Format of the program: With a view to bridge the gaps between outreach and communication, the program will be offered mainly through door-to-door visits, done systematically neighbourhood by neighbourhood, with possibilities of follow ups via phone calls, online platforms, or periodic meet-ups on a group basis at locations suitable/accessible for the seniors.
- b) Role of the PLUS Befrienders:
 - I. Understand seniors' concerns. The program will be based on trust and friendship. The PLUS Befrienders could wear a uniform⁵ and badge to identify themselves to be from a legitimate and reliable organisation. The program will include an initial understanding and assessment of each senior's issues (if any) and the main barriers to volunteering/ working as well as their interests/competencies.
 - II. Address seniors' concerns regarding volunteering and working. The PLUS Befrienders will address the seniors' issues by connecting or coordinating with other available volunteers/resources if required. Some seniors may require active "hand holding" to help prepare them for the journey towards volunteering/ working.
 - III. Communicate and connect. Once the senior is ready, the next step would be to bring the relevant information to the senior and/or connect him/her to the relevant sources. This can be effectively and efficiently done using a tablet and accessing one-stop information portals, which will be discussed below.

4. e.g., <https://www.lionsbefrienders.org.sg/volunteer-programmes/#support-volunteer>

5. e.g., Building on the good work done by Silver generation office <https://www.aic.sg/about-us/silver-generation-office>

c) Opt-out format: Instead of the opt-in format for current befriending services, we are proposing an opt-out format to reach out to all seniors. Opting out of the befriending service will only mean that the PLUS Befriender will not routinely visit the seniors, but the PLUS Befrienders will still reach out to them when there is key information to be disseminated, such as what was done by the Silver Generation Ambassadors⁶. This will ensure everyone has a trusted source to go to for important information. The seniors can easily opt out of the PLUS Befriending service by informing the PLUS Befriender, who will indicate that in a form on their tablet.

d) Source of befrienders:

- I. Tap on existing befrienders. Since there are many existing befriender programs in the community, these befrienders can be trained to become PLUS Befrienders to share relevant volunteer and work opportunities with the seniors. The aim is to eventually equip all existing befrienders to be PLUS Befrienders to avoid duplication of services, and ensure sufficient volunteers are on board so every senior has a PLUS Befriender.
- II. Recruit and train new volunteers, particularly seniors. On top of the existing befrienders, additional volunteers need to be recruited and trained. It may be particularly useful to recruit senior volunteers to be PLUS Befrienders in their neighbourhood as they may be more persuasive when reaching out to fellow seniors.
- III. Full-time staff. Apart from volunteers, given the massive outreach, full-time staff will need to be employed to supplement and support the group of PLUS Befrienders.

2. Better publicity for existing portals, physical centres and Befriender PLUS program. More publicity efforts on one-stop portals, one-stop centres and the Befriender PLUS program are required on different media platforms (e.g., newspapers advertisements, television commercials, flyers/letters sent to them, posters in each block etc) to increase awareness among seniors. The PLUS Befrienders can also help to raise awareness among the seniors by going through the information with them.

6. <https://www.aic.sg/about-us/silver-generation-office>

3. Enhancements required for existing portals

a) Common enhancements for existing portals

- I. One-stop portal to allow for search via location. Many seniors may prefer to volunteer and work in a location near their homes. It may therefore be useful to have a search function for these opportunities based on location. The PLUS Befrienders can thus help the seniors to quickly locate relevant opportunities and share with them.
- II. Website to be in four official languages to cater to all seniors.

b) Enhancements for one-stop portal on volunteer opportunities

- I. One website for future volunteers to explore and sign-up. The SSAs can assist with recruitment of volunteers on the one-stop portal <https://www.volunteer.gov.sg/> so potential volunteers can be directed to the portal to sign up. To further streamline the volunteer sign up process, the link to the one-stop portal could be included in all SSAs websites. This makes the PLUS Befrienders' task more efficient: they can simply go to one website when helping the seniors to search for volunteer opportunities that match their interests and competencies.
- II. Potential volunteers to sign-up via Singpass. The sign-up process can be done using Singpass, which will address PDPA concerns when information is shared across SSAs. Where required, the PLUS Befrienders can assist seniors to apply for Singpass first and then help them sign-up for volunteering opportunities.
- III. One website to list volunteer training opportunities. The listing of volunteer training opportunities can be consolidated on the one-stop portal. Apart from being trained to befriend the seniors, the volunteers will also need to be trained to share information on volunteering and employment opportunities (e.g., to be familiar with the one-stop portals and one-stop centres). This will ensure befrienders get the necessary support they require, and feel confident in their roles as befrienders. The one-stop portal for listing all training courses also means some core workshops can be conducted by a central body to reduce the workload on individual SSAs.

4. One-stop portal for work opportunities

- a) One website to list work opportunities. To streamline the job search process, the website <https://www.mycareersfuture.gov.sg/> could be included in all company websites, and possibly replace <https://www.careers.gov.sg/> so that job seekers only need to go to one platform. With this effort, the befrienders can simply go to one website when helping the seniors to search for jobs.
- b) References can be made to other initiatives by this panel (e.g. 3.2 “My Job Kaki”) for other recommendations.

Befriender PLUS

How does it work?

1. Befrienders to door-knock and run events to **connect** with seniors in their community. They build a **relationship and trust**.
2. They get to know their seniors and their interests to connect them to the **right opportunities**
3. They have a tablet with **‘one-stop’ portals** to connect to the various opportunities, to give access to the seniors and act as a bridge to the digital



What are the benefits of this idea?

It is hoped that:

1. More supported seniors. Offering long term, targeted support to every senior, and active “hand holding” to assist and help them to overcome barriers as far as possible, will enable and encourage them to take up volunteer and work opportunities
2. More active seniors. Bringing information about volunteering and employment opportunities to every senior at their doorstep will make it easy and convenient for them to take up volunteering and work opportunities.
3. More confident and happy seniors. This will in turn lead to more fulfilling and meaningful retirement years for every senior; and for the increasing large number of them living alone, help to alleviate their sense of isolation.

What are the next steps?

1. In view of the interest indicated by Care Corner Toa Payoh, which manages the volunteer centre in Toa Payoh, the idea of the Befriender PLUS program can be further explored with them to see if it can be implemented in the town as a pilot project. If successful, it can be replicated in every neighbourhood, including private estates and gradually scaled up.
2. It can also be explored with organisations such as RSVP to see if they can assist with the training and recruitment of volunteers for this program.
3. And finally, if required, it can be explored with representatives of the relevant ministries (MCCY, MSF and MOH) and SSAs with regard to possible challenges and solutions.

4.5: "ALL-COMERS CAFÉ" – INTERGENERATIONAL CAFÉ

What is the context of this idea?

- Broadly speaking, society comprises OF two generations: the younger and older generation. The generation gap often causes misunderstanding and creates barriers between the two generations.
- There are some things you may want to know but not talk about them in the family.
- Need a neutral place to meet.
- By having this cafe, we can build a bridge to link the two generations.

What is the problem we are trying to solve?

There is a barrier between the younger and older generations.

What is the idea we are proposing?

- An intergenerational Café called the All-Comers Café:
- An inclusive café' where people from all walks of life can come together to bond.
 - a) All dialects are welcome
 - b) All genders, races, religions
 - c) No barriers of entry.
- What can the All-Comers Café' community do?
 - a) The venue where the two generations can talk, join in activities, relax, and think about what they can do to make Singapore a better home.
 - b) 3-5 years outlook: To set up a few cafes all over Singapore.
 - c) Let the volunteers initiate activities or programmes with the approval of the Host.
 - d) To set in motion a new lifestyle where people go to an All-Comers café' near them to relax, talk, exercise, play games and other activities.

- What are the activities that you will do in the cafe?
 - a) Forum dialogue, games, coffee + chill, sports, dancing, vinyl records + music, sharing of favourite record event, nostalgic vibes.
 - b) The host will introduce different board games and guests can pick the games that they want to play.
 - c) The host will introduce the new guest to the activities available in the cafe. Programmes are implemented based on the crowd's interest. (host will play a community manager role)
 - d) The host can train and encourage guests to become champions who will suggest, recommend or introduce new activities or improvements to existing activities. The champions will be groomed to take charge of their pet project. The host will partner with these champions in making the changes and improvements.
- What will the sessions look like?
 - a) In the beginning phase:
 - I. We may conduct an event at a popular void desk with a lot of human traffic to introduce our programme to the guests. We can use a unique programme to stir interest and encourage participation. We can also set up a coffee stall to give free drinks to the visitors. Subsequently, we can ask for written feedback, and collect the contact information of guests, and reply to their feedback. We want to establish a link to our guests and get them to visit the café.
 - b) What will the experience look like? RoadMap?
 - I. When a guest visits the cafe, he/she will be received by a host who will guide him/her to see the various programmes available in the cafe.
 - II. The host will encourage the guest's participation in the programme and try to get him/her to register as a member.
 - III. The host will invite him/her to the cafe for a drink at the end of the tour. The host will then ask for his/ her feedback and invite him to come back with friends or family.
 - IV. The host hopes to make the guest feel welcomed and happy.
 - V. The host will give him/her a name card, email or contact number to maintain contact.

What are the benefits of this idea?

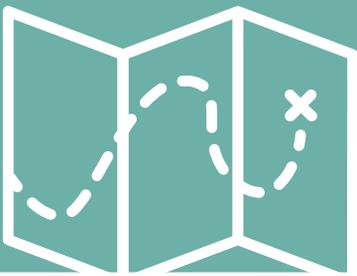
1. Creating a bridge to link the 2 generations in common social activities, discussions, learning, dialogues, sports etc.
2. Preventing a split in our society where the 2 generations misunderstand each other's needs, wants and visions of the future.
3. Enabling the elderly to contribute their skills, experiences and wisdom while they are still healthy or fit to contribute.
4. Enabling the younger generation to understand and appreciate the older generation in terms of their experience, foresight, knowledge etc and learn from each other in various learning programmes or projects.
5. We plan to introduce Host and Champion roles in our operation.
 - a) The Host is the programme or cafe head who will direct the operation of the cafe. He/she will play host to new members or visitors and show them the cafe various programmes and facilities. If the role is performed well, the host becomes the advertiser of the cafe and brings in new members and improves the programmes or adds new programmes.
 - b) The Champion is a member or visitor who makes suggestions or proposes new activities to the Host. The host will discuss with the champion about the proposal. If the proposal is approved by the cafe, the Champion will head the programme and ensure its success.
 - c) The benefits of the host and champion policy are multifold. The host and champion are partners in bringing in new programmes and improvements. They take ownership of its success. We also ensure that our programmes are created by our members themselves and their acceptance by the members are guaranteed.

What are the next steps?

1. Sell the café' idea to various stakeholders and get their support.
2. Set up the café as a Social Enterprise or Institution of Public Character (IPC). The cafe is a non-profit enterprise, and volunteers will be the drivers of the cafe.
3. Set up one prototype cafe to try out our plans. Fix and improve on the model. Once we are confident of its outcome as measured against a set standard, we will set up more cafes all over Singapore.

SECTION 5

OUR PANEL'S VISION FOR THE FUTURE OF CONTRIBUTION



- Goals relevant to both employment and volunteering
- Employment-specific goals
- Volunteering-specific goals
- Overall strategy: Impact at individual, community and national level

5. Our future vision of contribution

For each of the initiatives outlined in Sections 3 and 4, the Panel, working in their groups, had identified specific challenges to overcome in order to achieve desired outcomes. During the final day of the Citizens' Panel, representatives from each group met to understand how the different initiatives came together in enabling seniors to contribute.

Together, we identified 15 goals that were shared between one or more initiatives:

Goals relevant to both employment and volunteering:

- 1. Increasing the adaptability and openness of seniors:** Some seniors struggle to get out of their comfort zone and try new things. How do we encourage them to embrace a 'growth mindset' so that they can continue making significant and meaningful contribution even in their golden years?
- 2. Finding the right opportunities for seniors to showcase their value:** Seniors have vast amount of experiences, knowledge and specific interests or skillsets. How do we better appreciate the value seniors can bring to employment or volunteering opportunities; and help them find their niche?
- 3. Creating flexible and suitable employment and volunteering arrangements:** The lifestyle of seniors is framed by what is important to them during their silver or golden years. How do we create opportunities that play to the preferences of seniors at that stage of their lives, rather than expecting seniors to work and volunteer in the same way as everyone else?
- 4. Boosting intergenerational empathy, communication and relationships:** There seems to be a cultural barrier between generations, preventing effective communication and the building of strong relationships. How then, can we create greater understanding and appreciation across generations so that together, we can collaborate effectively and build an inclusive society?
- 5. Designing a simple one-stop solutions for improved user experience:** There are many good initiatives meant to benefit seniors looking for employment or volunteerism. How can we make it easy for these initiatives to be known to those who might be interested, without additional effort on their part? How can we create simple, trusted and highly-adopted pathways to find these initiatives?
- 6. Bridging the digital divide:** While many seniors are increasingly able to use digital tools, there are still many who aren't. How can we deliver the benefits of digital tools to all seniors in a way that is comfortable for them regardless of language proficiency?
- 7. Promoting active ageing to stimulate mental and physical health:** Whether through employment or volunteering, many groups sought the benefit of meaningful engagement to promote both physical and mental health.

Employment-specific goals

8. **Shifting of mindset to value seniors with experience:** Some employers may have overlooked the value of having senior workers in their employment. How can we better showcase this quality about seniors so that over time, more employers will be willing to adopt progressive HR policies and practices?
9. **Improving seniors' employability through upskilling and/or re-skilling:** Where seniors need to acquire new skills or update their skills in order to be effective in the workplace, how can we help them to ascertain these skills gaps and identify appropriate pathways for lifelong learning and mastery of core skills?
10. **Enhancing the senior re-employment experience:** How do we help seniors feel comfortable in the workplace through age-friendly offices and working arrangements?
11. **Promoting easier transition back into the workforce:** Where seniors have stopped working for some time, and are interested to return to the workforce, how can we help prepare them?

Volunteering-specific goals

12. **Finding fellow collaborators (other seniors):** Volunteering is often best done in teams. When a senior is interested in driving a volunteering opportunity, how do they find like-minded seniors to join them?
13. **Connecting and enabling ground-up initiatives:** How do we enable and support informal volunteering by seniors who may not want the commitment or structures of organisation-based volunteering?
14. **Forging social connections within the community:** How do we promote relationships at the local level through volunteering, to create a strong sense of community and to combat social isolation?
15. **Passing on experience, wisdom and culture to society:** Seniors are custodians of values, knowledge, and shared experiences unique to their generation. How do we help them to preserve these things and pass them on to the next generations?

What is it ultimately for?

By addressing the 15 goals, the Panel seeks to drive change at individual, community and national levels:

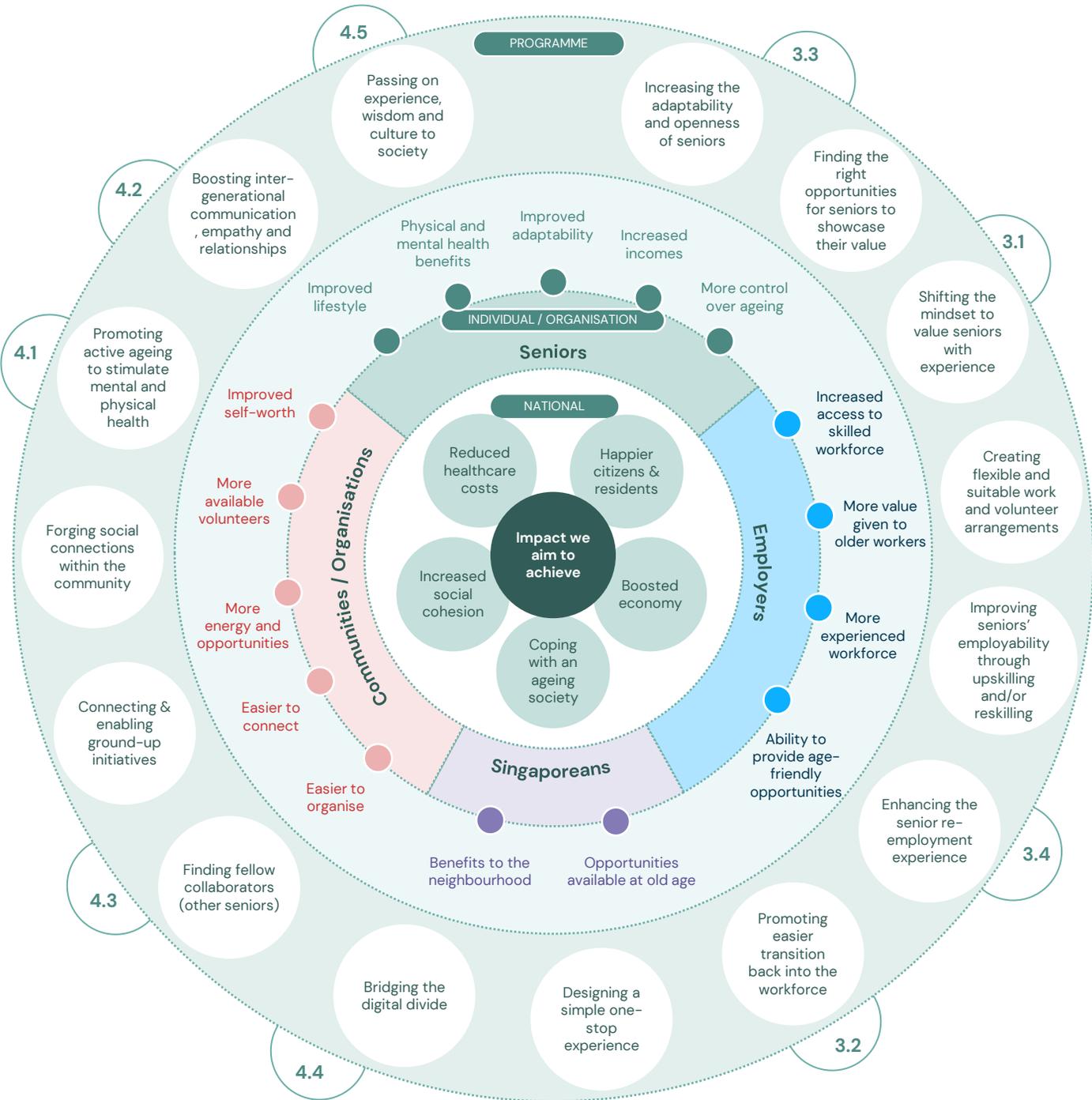
- For the seniors themselves, the outcomes range from increasing self-worth, adaptability and empowerment, improved opportunities for lifestyle and income, and improved health
- For employers, it could mean an expanded workforce that includes the value of hiring seniors. In order to realise these benefits, employers need to be forward looking, and adopt progressive hiring policies and practices.
- For communities and community organisations, positive outcomes include a greater pool of passionate volunteers, new social networks and reach, and spawning of new ideas.
- For all Singaporeans, we envision living in thriving neighbourhoods, and being able to enjoy more years of good health (physical and mental).
- For the nation, the above translates to economic benefits from reduced health-care costs and increased tax receipts.

In short, the initiatives, goals and outcomes envisioned by the Panel represent a holistic response to the challenges of a rapidly ageing society.



Seniors having fun over a game of Rummikub

Overall Strategy



INITIATIVES FROM THE PANEL

EMPLOYMENT

- 3.1 - Age-Friendly Workplaces (pg. 12)
- 3.2 - "My Job Kaki" (pg. 18)
- 3.3 - Job Redesign (pg. 25)
- 3.4 - Buddy Programme (pg. 31)

VOLUNTEERING

- 4.1 - Care2Share (pg. 39)
- 4.2 - Stories from Our Seniors (pg. 43)
- 4.3 - Local Connectors (pg. 47)
- 4.4 - Befriender+ Program (pg. 49)
- 4.5 - Intergenerational Café (pg. 56)

APPENDIX



- Other ideas from the Panel
- Special thanks
- The 46 members of our Citizens' Panel

Special thanks



A big thank you to our speakers and invited guests who lent their expertise and knowledge throughout our process

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Report on Citizens' Panel on Contribution

SEP-OCT 2021