

**T**ripartite  
**A**lliance for  
**F**air  
**E**mployment  
**P**actices

# Hiring the **Silver Generation**

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Insights for Employers and Job Seekers





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# 01

## Executive Summary

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Tripartite Alliance for Fair Employment Practices (TAFEP) commissioned Forbes Research to study factors that influence the successful employment of mature job seekers. These insights are intended to provide practical suggestions for mature job seekers to enhance their employability as well as for employers to enhance their ability to effectively tap on mature talent for their organisation.

The study arose from the observation that mature job seekers appear to experience more difficulties than their younger counterparts in finding work<sup>1</sup>. Nevertheless, in the Singapore context there are still some mature job seekers who are able to get and keep a new job. This study took a zero-base approach to identify why some were more successful in getting and keeping a job than the majority of mature job seekers.

Over 300 mature job seekers and employees were involved in the study which involved focus groups and interviews. Those who were able to get and keep a job for more than 9 months were compared to those who were unable to do so. The study found that, other things being equal:

- Organisations that had someone mature in the selection panel increased the likelihood of success;
- Organisations that adopted age-friendly employment practices such as providing a similar age buddy, on-the-job training and regular feedback on performance were better able to recruit and retain mature employees;
- Job seekers who had a positive attitude and were persistent increased their likelihood of success;
- Job seekers who were proactive in their search for jobs and who prepared themselves for their interviews increased their likelihood of success;
- Job seekers who were more tech-savvy in terms of familiarity with computers, internet and social networks (e.g. Facebook, Twitter) also enhanced their employability.

This report presents the findings of the study and includes resources to help both employers and mature job seekers enhance their ability to achieve win-win outcomes from sustainable and effective employment.

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<sup>1</sup> Johnson, R. W., & Mommaerts, C. (2011). *Age differences in job loss, job search, and reemployment*. (Program on Retirement Policy Discussion Paper No. 11-01). Washington, DC: Urban Institute. Retrieved from <http://www.urban.org/UploadedPDF/412284-Age-Differences.pdf>









“ Laziness may appear attractive,  
but work gives satisfaction.  
- Anne Frank

# 02

## Introduction

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## 2.1 Rationale & Objectives

Both employers and employees need to confront the reality of Singapore's ageing workforce. To stay ahead of the changes in the employment landscape, job seekers must develop the relevant attitude and job skills. Similarly, progressive employers must develop the capacity, leadership and management skills to embrace this emerging workforce and, in doing so, gain a competitive edge by being better able to cope with a tight labour market.

The study sought to understand the factors that enhance the employability of mature job seekers such as their attitude, work environment, and job search process. The study also sought to identify the type of workplace environment that will enhance employers' ability to recruit and retain mature employees.

While 2012 will see the introduction of re-employment legislation, progressive employers have already understood the rationale for engaging mature employees --- not because the law says they have to but because it makes good business sense when done correctly.





Financial independence from being employed helps to fulfil the individual's physiological and safety needs while interpersonal interactions from work help to satisfy one's social needs.

## 2.2 Methodology

The study took place from February 2011 to April 2011 in three phases.

The first phase was a literature review on research relating to mature employees including TAFEP's earlier 2010 research on the motivation of Singapore's multi-generational workforce. Work is more than just a commercial transaction. Utilising Maslow's Hierarchy of Needs, an individual's motivation to work can be traced to different categories. Financial independence from being employed helps to fulfil the individual's physiological and safety needs while interpersonal interactions from work help to satisfy one's social needs. Being gainfully employed also serves to fulfil an individual's esteem needs through attainment of self-worth and recognition. The workplace also provides the environment and opportunities for individuals to maximise their experiences as well as strive for life-long learning.

Acknowledging the different reasons why people work, the second phase of research began with a series of focus groups involving "successful" job seekers, and "unsuccessful" job seekers. Inputs were also sought from key stakeholders such as those involved in counselling or helping to place the mature job seekers. To tap on the experience of stakeholders, interviews were conducted with Employment and Employability Institute (e2i) and Community Development Councils (CDCs) to support the objective of obtaining a more in-depth understanding of the issues and challenges faced by mature job seekers.

From various hypotheses derived from the focus groups discussions in phase two, a detailed interview form was developed. The third phase of one-to-one telephone interviews involved respondents from e2i and those who approached TAFEP with complaints of alleged age discrimination.



The objective of this study was to test the hypothesis developed from the first two phases of the research and identify common factors that differentiate between "successful" and "unsuccessful".

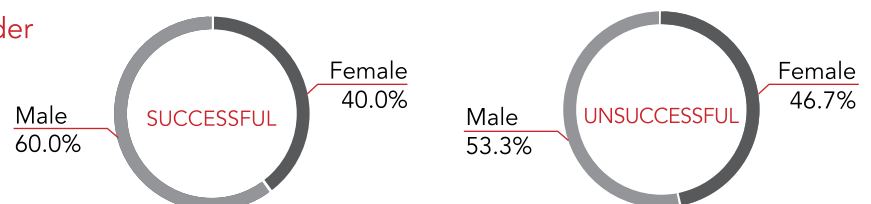
There were a total of 302 respondents involved in the study. The profile of respondents was as follows:

- Above 40 years old (average age early 50s);
- To qualify as "successful", the mature employee would have to stay employed in the same job for at least 9 months over the last 2 years. Conversely, to qualify as "unsuccessful", mature job seekers were deemed as unable to stay in the same job for at least 9 months over the last 2 years.

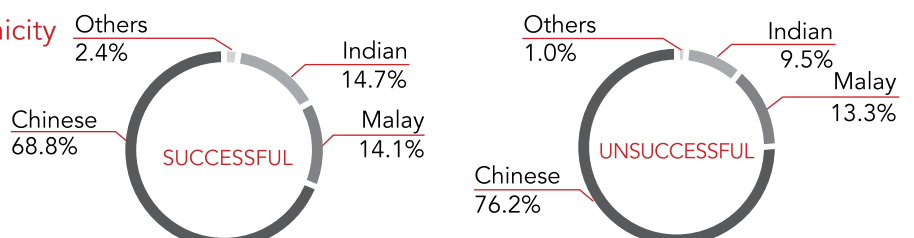
The objective of this study was to test the hypothesis developed from the first two phases of the research and identify common factors that differentiate between "successful" and "unsuccessful". Given the various variables that can affect one's employability, it is worthwhile to highlight that this is a correlation study. While the findings can suggest that there is a relationship between two variables, they cannot prove that one variable causes a change in another variable. In other words, this correlation does not imply causation. Nevertheless, there are some insights derived from the study which would be beneficial to employers and employees.

Chart 1: Profile of Questionnaire Respondents

#### Gender



#### Ethnicity











“ The best way to appreciate  
your job is to imagine  
yourself without one.  
- Oscar Wilde



# 03

## Findings

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The following findings were drawn from responses to the survey and focus groups. The experiences of those who were successful and those who were unsuccessful were analysed to identify patterns and possible correlations.

This chapter looks at some of the key factors that surfaced during the study as having a possible impact on the employability of mature job seekers. The factors were grouped as follows:

- Workplace culture and environment
- Attitudes and expectations
- Work arrangements
- Motivations
- Health issues
- Familiarity with technology





The study found that an organisation's workplace culture and environment affects the likelihood of mature employees in finding and staying in a job.

### 3.1 Workplace Culture & Environment

The study found that an organisation's workplace culture and environment affects the likelihood of mature employees in finding and staying in a job. Some of the age-friendly practices that could have aided the selection and retention of mature job seekers include:

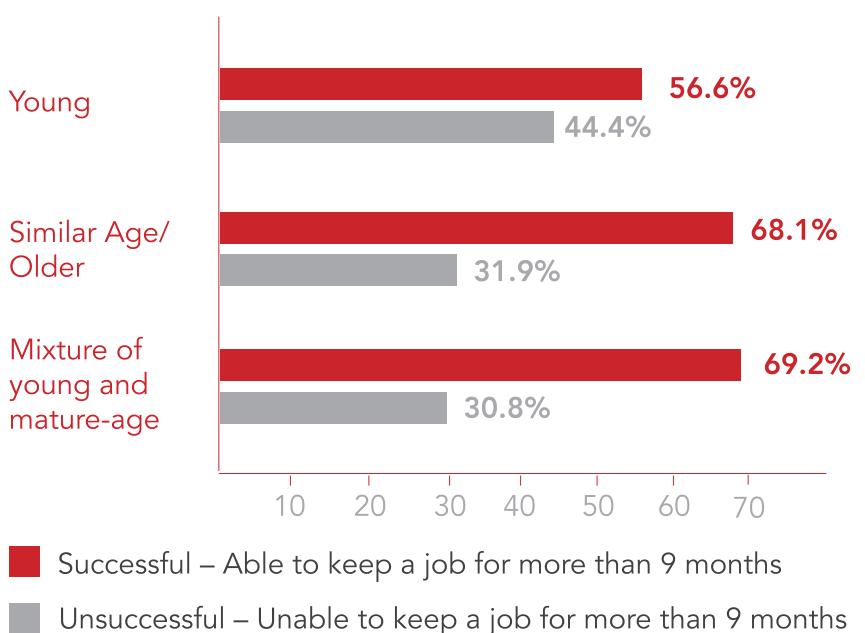
- Having an age-diverse interview panel
- Having a supportive workplace with feedback channels and training opportunities
- A mature-age buddy and/or supervisor and an age-diverse workplace
- Regular work hours (non-shift work)

#### An age-diverse interview panel

Mature employees from both groups preferred to be interviewed by someone in their age bracket or older. This played a significant role in the perceived success when getting a job. Mature employees showed a higher probability to be "successful" when interviewed by interviewers who were of similar age or older (68.1% against 31.9%, see Chart 2) and when their interview panels consist of a mixture of young and mature-age interviewers (69.2% against 30.8%). The perception is that someone in their generational group would be more empathetic, patient and listen to them better. These findings were supported by respondents in the focus groups (Figure 1).

**Chart 2: The diversity of the interview panel improved the success rate of employment**

#### Profile of interview panel



**Figure 1: Respondents preferred to be interviewed by someone in their age bracket**

More chances

“ The first interview was done by a young guy so I don’t stand a chance because he prefers a younger guy. Second time was the same. Third was a senior guy, from there I got [a job].

“ At least the mature ones will give us a chance.

A listening ear

“ For me, the older ones will listen more. Maybe the younger people would prefer younger people.

More empathy, more patience

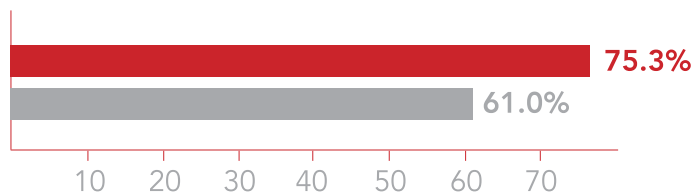
“ I think the mature interviewers tend to empathise with us more.

A supportive work environment plays an important role in retaining mature employees. About 75% of “successful” respondents received feedback on their work performance from their superiors, compared with 61% for “unsuccessful” respondents.

A supportive workplace with feedback channels and training opportunities.

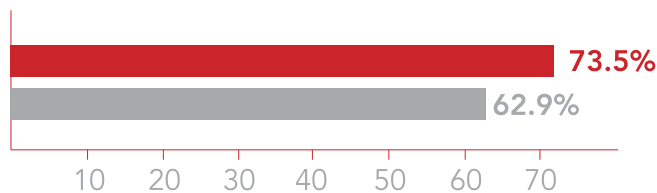
A supportive work environment plays an important role in retaining mature employees. About 75% of “successful” respondents received feedback on their work performance from their superiors, compared with 61% for “unsuccessful” respondents. More “successful” respondents (73.5%) also had on-the-job training and courses as compared to their “unsuccessful” (62.9%) counterparts (Charts 3 & 4).

**Chart 3: More “successful” respondents were given regular feedback on their performance**



■ Successful – Able to keep a job for more than 9 months  
 ■ Unsuccessful – Unable to keep a job for more than 9 months

**Chart 4: More “successful” respondents had on-the-job training/courses provided by their employer**



■ Successful – Able to keep a job for more than 9 months  
 ■ Unsuccessful – Unable to keep a job for more than 9 months





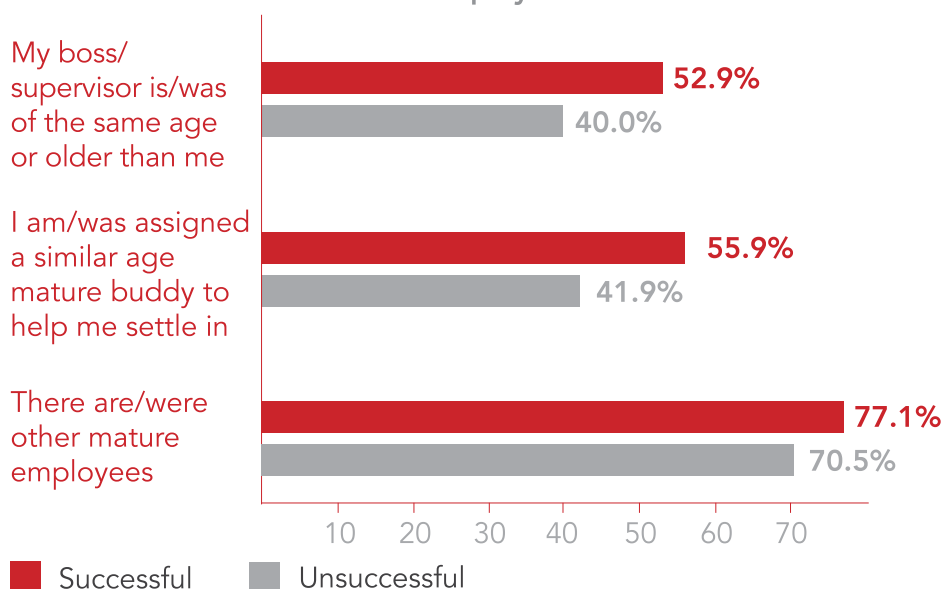
A diverse work environment with peers and supervisors/bosses of the same generational group was also an important factor in retaining mature employees.

These factors indicate that a supportive workplace culture in which effort is taken to provide mature employees the same opportunities and treatment as their younger counterparts helps organisations retain their mature employees. Having performance feedback, evaluation and training are motivating elements that improve the employee's future prospects for bonuses and promotions.

#### A mature-age buddy and/or supervisor and an age-diverse workplace

A diverse work environment with peers and supervisors/bosses of the same generational group was also an important factor in retaining mature employees (Chart 5). "Successful" respondents reported higher instances of having similar or older age supervisors, colleagues in the same age group and being assigned similar age buddies to help them settle in.

Chart 5: An age-diverse workplace with generational peers increased retention of mature employees





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#### Regular work hours (non-shift work)

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Having regular hours increased the likelihood of sustained employment. Being employed in shift work or expected to work overtime decreased the chances of staying employed. Those who were not required to do overtime or shift work were more likely to be among the “successful” respondents (58.8% against 41.0%). This was supported by the findings in the focus groups. Several “unsuccessful” respondents shared in the focus groups that shift work was unsuitable for them because of the timing and long hours (Figure 2).

**Figure 2: The stresses of shift work took its toll and decreased the likelihood of longer term employment**

- 
- “ Honestly speaking I find it a bit stressful due to the shift cycle.
- 
- “ It can be quite tedious when it comes to shift work ... I was put on (shift work) continuously for 10 nights. I told my boss I want to resign. They do want to keep me but I don't want to because other departments, they don't ask me to go back. I'm not use to this night shift work.
- 
- “ But the only thing is the jobs they offer me are those shifts that I can't commit to.
-



Besides education and skills qualifications, work attitude and expectations affect the outcome of successful employment.

### 3.2 Attitudes & Expectations

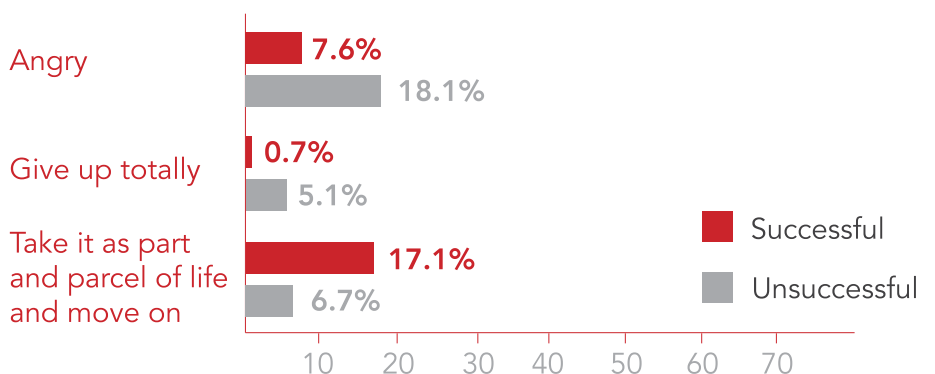
Besides education and skills qualifications, work attitude and expectations affect the outcome of successful employment. Intuitively, we know that those who are more persistent will be more successful in securing employment. The study sought to find out what kinds of attitudes and expectations impacted employability. These attributes were found to be significant in achieving success:

- A positive mindset
- Preparedness for interview
- Compromise expectations

#### A positive mindset

The study observed that a positive mindset was an indicator of employability (Chart 6). In the process of job hunting, respondents from both groups had experienced failed attempts at getting jobs. “Successful” respondents tend to take rejection better and reported less negative feelings. They were also more optimistic and persisted in looking for other opportunities. The ability to take the failed attempts in their stride and move on is a significant attribute that impacts employability.

**Chart 6: More “successful” respondents reacted positively when rejected for a job**



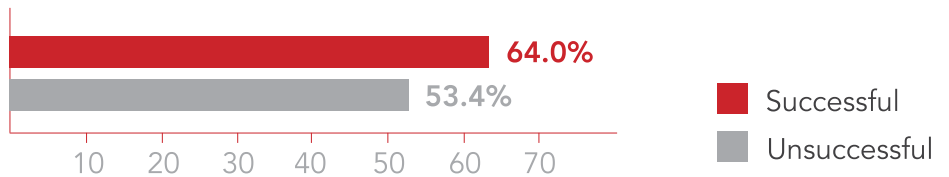


### Preparedness for interview

Possessing relevant skills or preparing for the interview process reflected higher chances in getting a job. Significantly more “successful” respondents also did research on the companies before applying for their jobs. In doing so, they were likely to be more prepared and confident for the interview. Going into the interview armed with some knowledge of the job was possibly a reason why they were more successful in getting a job (Chart 7).

**Chart 7: “Successful” respondents were more prepared for interviews by doing research before applications**

I did my research on the companies before applying



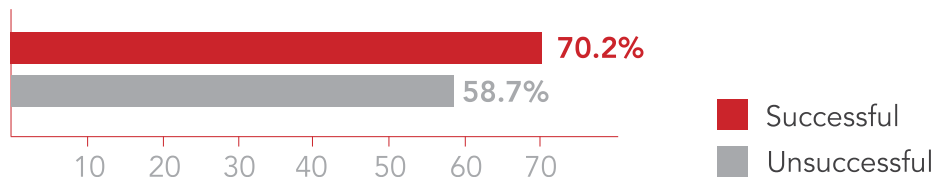
“Successful” respondents were more likely to accept a lower starting pay compared to their previous salary.

### Compromised expectations

Moderating job expectations appeared to be a reason for the success of attaining employment (Chart 8). “Successful” respondents were more likely to accept a lower starting pay compared to their previous salary.

**Chart 8: “Successful” respondents were likely to accept lower starting pay compared to previous salary**

Accept a lower pay







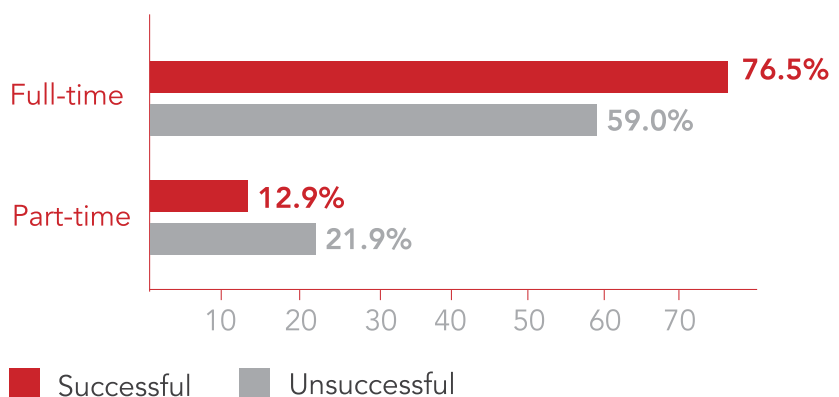
The choice of work arrangement was observed to be an important factor in whether respondents are able to stay on the job. Those who preferred full-time work appear to be more employable than those who wanted alternative work arrangements.

### 3.3 Work Arrangements

The study sought to find out whether preferences about work arrangements had an impact on respondents' employability.

The choice of work arrangement was observed to be an important factor in whether respondents are able to stay on the job. Those who preferred full-time work appear to be more employable than those who wanted alternative work arrangements. More than three-quarters of "successful" respondents showed willingness to work full-time compared with about two-thirds of "unsuccessful" respondents (Chart 9). The preference to commit to a full time job reflects a strong motivation to stay in the same job for long periods of time. This may also indicate that companies preferred to hire full-time staff over part time or freelance employees.

Chart 9: Work arrangement preferences



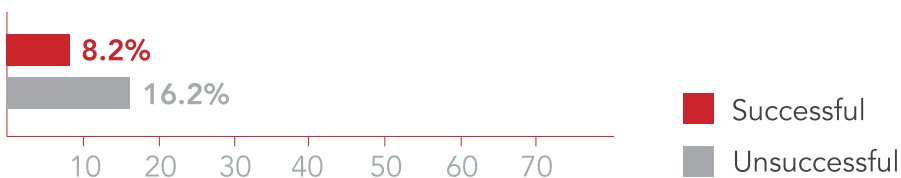
### 3.4 Motivations

The study sought to find out how the motivations of respondents might have affected their employability.

The absence of financial support was shown to have an impact on the motivation to work (Chart 10). Fewer in the “successful” category received financial support from family members and even more of them do not have anyone to support them financially. This appeared to have motivated them to seek work and stay employed.

**Chart 10: Fewer in the “successful” category received financial support from family members.**

Family members





The survey highlighted that for both “successful” and “unsuccessful” respondents, the top three reasons for mature-age individuals to seek work were similar.

- Working to support themselves or family was a top motivation

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“ ...save up for rainy days...nowadays, we cannot depend on our children...

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“ ...The rice bowl is very important. Even though I do have some savings to carry on, it won't last forever. Like (the) Chinese saying, even if you have gold mine, one day your gold mine will finish....

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“ ...Financial, of course. Everybody needs it because if you have a house, (you need) to pay this, pay that. If you have a family, (you need) to bring up your kids...

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- Working was a key way to help improve/maintain mental and physical health

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“ ...It helps you stay active because at home we are so lazy. When we are at work, we are active. Rush to work and rush home....

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“ ...Mentally keep yourselves fitter ... If not (will) become senile

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“ ...There was a period for about 3 months or so I wasn't working, I felt terrible. Very stressful because you just can't pass time....

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- Working is a great way to stay connected with society

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“ ...you don't feel old, you will feel that you're being recognized and still in the society like what you have (done) in the past 15 or 20 years ... Right from the start (of being employed) I have to contribute... older workers they can really contribute. It's an asset; it's not a burden...

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“ ...And also I want to see the world, mix with the younger people. You will feel healthier. Not only mindset but physically as well. You will know what is going on in this world...

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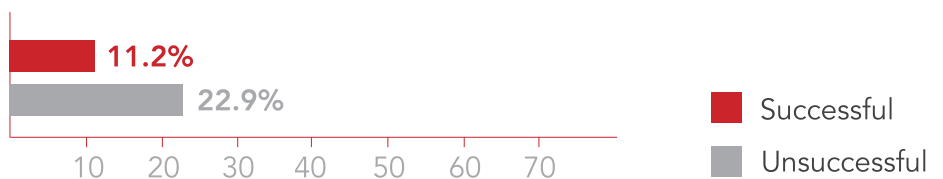




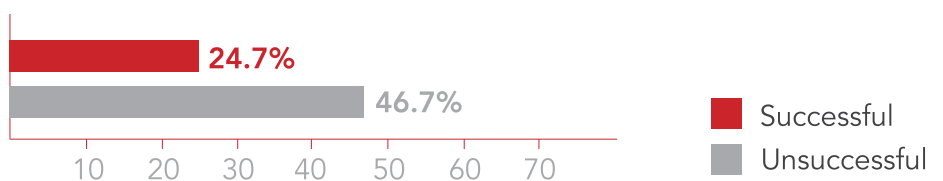
### 3.5 Health issues

The state of health of a mature employee or jobseeker could possibly contribute to the chances of his/her employability. While there was no significant difference in self-reported health conditions, a significant greater proportion of “unsuccessful” respondents (46.7%) had medical expenses to cover which imply poor health conditions (Chart 12). More “unsuccessful” respondents (22.9%) than “successful” respondents (11.2%) had also rejected job offers based on the physical demands of the job (Chart 11).

**Chart 11: More “unsuccessful” candidates rejected a job because of the physical demands**



**Chart 12: More “unsuccessful” candidates had financial commitments for medical expenses**



Despite having more financial commitments for medical expenses, “unsuccessful” candidates could not take the physical toil of a job that would otherwise help them in meeting their medical expenses.



Significantly, ability to use Information Technology could possibly impact employability. Not only did it allow respondents to find out about available jobs, it also allowed them to apply for these jobs as more job applications are being processed via online channels.

### 3.6 Familiarity with Technology

The study sought to find out if familiarity with technology had an impact on employability. Significantly, ability to use Information Technology could possibly impact employability. Not only did it allow respondents to find out about available jobs, it also allowed them to apply for these jobs as more job applications are being processed via online channels. Familiarity with current technology has become a differentiating factor in gaining access to job opportunities and applying for them.

A larger proportion of “successful” respondents were more familiar with computers, the internet and social networking (e.g. Facebook, Twitter) than “unsuccessful” respondents (Chart 13). The respondents also noticed that a lot of job applications could only be done online: 62% in the “successful group and 48% in the “unsuccessful” group (Chart 14).

Chart 13: More “successful” respondents were familiar with technology

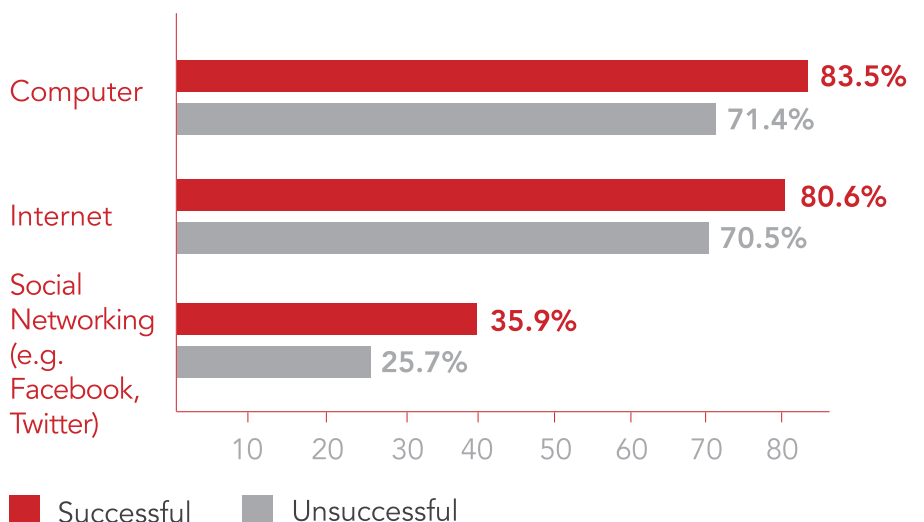
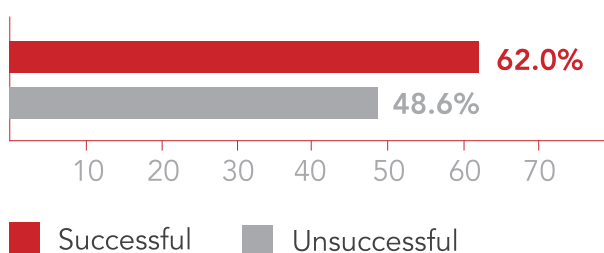


Chart 14: Respondents found that a lot of the applications can only be done online







“ A man’s work is nothing but this slow trek to rediscover, through the detours of art, those two or three great and simple images in whose presence his heart first opened.

- **Albert Camus**

# 04

## Recommendations

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In light of the findings, the following recommendations are grouped into those relevant for employers and those relevant for mature job seekers.

#### 4.1 Tips for Employers

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Business pressures, the impact of the tight labour market and inevitable demographic changes that come with an ageing population underscore the importance of tapping on an invaluable source of talent --- mature employees. Social and legislative changes mean employers face the reality of employment beyond a "traditional retirement age". To embrace this segment of the workforce and benefit from their skill and experience, employers must develop the capacity, leadership and management skills to continue to enhance their competitive edge.

From the study, it is clear that employers can help close the gaps and eliminate the obstacles faced by mature employees. Organisations can develop conducive work environments to recruit and retain their mature employees. Organisations wanting to increase their ability to attract and recruit mature employees can consider the following recommendations.



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## **Diversify Age Composition of Interview Panel**

### **“Have a generational peer among the interview panel”**

The interview process can be intimidating. Having an age diverse group of interviewers, including a mature interviewer, will help to showcase the company's diversity and put the interviewee at ease. This will help bring out the best in the interviewee.

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## **Provide feedback, opportunities and flexible rewards**

### **“Tap the value of experience”**

Many mature employees bring with them years of practical experience in addition to qualifications. Value these as assets and give these skills the weight they deserve.

Mature employees seek lifelong learning opportunities, cohesive teamwork, being given regular feedback on their work and having systematic work processes.

They tend to respond well to constructive feedback and are likely to be loyal and dedicated employees if supported with positive reinforcement and rewards. Implementing flexible benefit will cater to the different needs of mature employees as well as that of different employees.

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## **Implement supportive practices and multi-generational management training for all employees to build an inclusive culture**

### **“Supportive work cultures breed success and productivity”**

Implement a buddy system where a colleague of a similar age helps provide support to the new employee. This is helpful for employees of all ages and especially important for mature employees as it helps them settle into the job, puts them at ease and instils a sense of team spirit in the workplace.

Companies are also encouraged to sensitise line managers/supervisors as well as co-workers to ensure all are equipped to work well with a multi-generational workforce.

Management skills that are attuned to the different needs of staff will be essential in embracing and retaining the changing and ageing workforce.

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**Implement flexible work arrangements or make part-time positions available**

**“Flexible work arrangements will widen the pool of available mature employees”**

Many mature employees have personal commitments --- besides being care-givers to dependents, they are also likely to have personal pursuits. A company that adopts age-friendly practices, such as provision of flexible work arrangements or part-time work, allows mature employees to attend to these needs. Together with flexible work arrangements, organisations should also develop progressive appraisal and compensation systems to reward performance.

Given that physically demanding jobs may not be suitable for mature employees, companies may consider embarking on job redesign by re-examining the suitability of existing jobs.

Companies that embrace age-friendly practices also tend to develop organisational cultures that breed success, productivity, loyalty and dedication.

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**Review existing communication channels**

**“Diversify your reach to mature employees”**

Organisations that want to attract and recruit mature employees should develop programs and approaches that will reach this segment of the population.

Organisations may have to consider other modes of advertising for positions besides online advertisements. Job fairs, referrals and working with career centres are effective ways of recruiting mature employees. Organisations can also be proactive and indicate “positions are suitable for mature employees” in job advertisements.

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**Tapping on e2i and CDCs**

Organisations may tap on the Employment and Employability Institute (e2i) and Community Development Councils (CDCs) for one-stop personalised services to gain access to job-ready candidates.

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## 4.2 Tips for Mature Job Seekers

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Having the requisite skills and qualifications for a job is only one aspect of a successful job hunt. In addition to the need for practical knowledge and experience, there is also a need for a positive and flexible mindset that is open to learning, new work opportunities and change.

The study indicates that there are several attributes that may affect the outcome and success of longer term employment. These attributes were more prevalent among “successful” respondents. Mature job seekers who want to improve their employability can consider the following recommendations.



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### **Maintaining a positive attitude**

**“Failure is a part of the job search, don’t take it personally. Move on and carry on looking.”**

Instead of feeling resentful or dejected, it is important to leave negative feelings behind and carry on searching for a job.

During times of unemployment, use the time to take courses, maintain a healthy lifestyle and keep well mentally and physically.

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### **Get help to understand technology**

**“The Internet is your friend.”**

Missed opportunities may mean lesser chances of success in the job hunt. Learn basic computer skills and expand the job search online. More companies seek some level of IT knowledge or proficiency. Importantly, many recruitment advertisements are online and accept only online applications.

Mature jobseekers who are in touch with technology can keep themselves relevant and employable.

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### **Being prepared**

**“Don’t just ‘walk-in’ for an interview, walk in prepared.”**

Do a little research on the company before the interview --- it helps to build confidence and indicates commitment and initiative.

If help is needed, seek advice from friends, family or community-based job services that can help develop skills in resume writing, interview skills and even job searching.

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### **Adjust work expectations**

**“Be ready for a little compromise: be prepared to accept a different position or start on a slightly lower pay.”**

Accepting some modifications to the work scope, position and even pay can improve the chances of getting a job. Compromising on pay scale and position can help mature employees get a foot in the door, after which they can prove their worth and earn a promotion or raise.

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### **Be flexible in choosing type of industry and work environment**

**“Look for a full-time job.”**

Findings suggest that respondents were more successful if they opted for full-time instead of part-time work and if they chose industries outside the accommodation and food services trade.

Being able to commit to full-time work appears to help improve employability.

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### **Seeking complimentary employment assistance from e2i and CDCs**

Mature jobseekers may approach Employment & Employability Institute (e2i) and Community Development Councils (CDCs) for complimentary employment services which may include career counselling, resume writing skills, job interview skills and possible training opportunities.

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“ Work spares us from  
three evils: boredom,  
vice, and need.  
- Voltaire



# 05

## Conclusion

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The recommendations for employers and mature job seekers presented in this study are designed as simple tips and suggestions to make their journey a little easier.

The ageing of Singapore's workforce coupled with a tight labour market and re-employment legislation is changing our human capital landscape. Both employees and employers have a responsibility to respond to these changes by bringing about a change in mindsets as well as employment practices.

Change is not always comfortable --- especially when it involves a change of long held employment practices and individual attitudes. But in this case, change is necessary. The recommendations for employers and mature job seekers presented in this study are designed as simple tips and suggestions to make their journey a little easier.

The issues are not straight forward. The findings from this study of 300 mature job seekers are only a first step as we seek to deepen our understanding of the issues. By comparing the two groups of successful and unsuccessful mature job seekers and employees, possible attributes leading to enhancement of their employability and patterns were identified. The co-relations detected do not always clearly indicate a causal relationship and there is a scope for a more detailed study to deepen understanding of the issues.

This study was commissioned as part of TAFEP's efforts to promote the adoption of fair, responsible and merit-based employment practices. Those interested in this area are encouraged to review the earlier age related reports released by TAFEP. Feedback on how to improve the assistance provided to employers and employees in this area is also welcome.





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## Corporate Profile

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### **Tripartite Alliance for Fair Employment Practices (TAFEP)**

The Tripartite Alliance for Fair Employment Practices (TAFEP) was set up in 2006 to promote the adoption of fair and responsible employment practices among employers, employees and the general public.

TAFEP promotes fair, responsible and merit-based employment practices so that employees can realise their full potential and employers can achieve organisational excellence. Leveraging its unique tripartite identity, TAFEP works in partnership with employer organisations, unions and the government to create awareness and facilitate the adoption of fair and responsible employment practices. TAFEP provides a range of services, tools and resources, including training workshops, advisory services, and educational materials, to help organisations implement fair employment practices and to comply with employment legislation.

TAFEP also receives feedback from the public on their discrimination experiences and provides advice and assistance to those who have experienced discrimination at the workplace. We welcome feedback on advancing fair employment in Singapore.

Hire on Merit. Be a Fair Employer.  
Log onto [www.fairemployment.sg](http://www.fairemployment.sg) to find out more.

### **Forbes Research Pte Ltd**

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Forbes offers a range of research and survey services such as qualitative research (e.g. focus group discussions and indepth one-on-one interviews) which are designed to explore and understand the consumer's mindset and perceptions. Forbes also provides representative and statistically reliable surveys conducted in-person, by telephone, online and mail. We also offer mystery shopper audits targeted at service quality improvements of frontline staff.

Forbes has done projects on customer satisfaction measurement, consumer usage and attitude surveys, employee engagement surveys, advertising campaign tracking, public perception polls, brand awareness and loyalty measurement, etc. Most of our clients are MNCs, Ministries and Statutory Boards and local blue chip organisations.

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# Tripartite Alliance for Fair Employment Practices





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## **Employment and Employability Institute (e2i)**

Employment and Employability Institute (e2i) is an initiative of the National Trades Union Congress (NTUC), supported by the Workforce Development Agency (WDA), the Singapore Labour Foundation (SLF), and the Singapore National Employers' Federation (SNEF). Besides working with employers, e2i also serves all segments of workers, from rank and file to professionals, managers, executives and technicians.

For more information, please visit [www.e2i.com.sg](http://www.e2i.com.sg) or call 6474 0606.

## **Community Development Councils (CDCs)**

Community Development Councils (CDCs) provide free and customer-centric employment assistance services to residents of their Districts who may be retrenched or unemployed in addition to working closely with employers to meet their recruitment and manpower needs.

For more information, please visit [www.cdc.org.sg](http://www.cdc.org.sg) or call 6344 8222.



