



INSTITUTE FOR  
ADULT LEARNING  
SINGAPORE

# ALWAYS ADVANCING

FIVE-YEAR STRATEGIC ROADMAP 2020-2025



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# ALWAYS ADVANCING

Towards a Continuously  
Learning Future



## RELEVANCE AND RESILIENCE

“The global economy is changing rapidly, driven by many factors ranging from forward leaps in technology to evolving consumer behaviour. To stay relevant and valuable in this competitive world, we need to enable an adaptive, resilient and continuously learning TAE workforce.”



## **Message from the Executive Director**

For the past decade, IAL has been at the forefront of building capabilities and continuing professional development for an effective, innovative and inspired Training and Adult Education (TAE) community. However, the global disruptions and tectonic shifts that challenge us today, require deep new thinking, and action on the parts of enterprises, employers and employees.

The workforce is being challenged to reinvent itself, and job sustainability is demanding that tomorrow's places of work embrace continuing education and workplace learning transformation. The integration with the Singapore University of Social Sciences as an autonomous institute in 2019 also represents a significant milestone for us in our pursuit to shape and impact lifelong learning in Singapore.

Our five-year strategic roadmap outlines our aspirations of advancing towards the future, and to meet the evolving needs of a dynamic industry and enterprise environment. There is a strong need for an enhanced and robust TAE framework, to support industry adaptability—spurred by digitalisation, automation, globalisation and continuous industry reinvention. By investing in practical and applied research initiatives, IAL is poised to support our government, industry, enterprises and institutional partners as we build new tools, formats and approaches to learning on the go.

As we look ahead to the next five years for IAL, we are painting a vision of our desired future, where we can see:

**A vibrant TAE community that is well-respected and valued by individuals and organisations.**

**IAL as the port of call for TAE professionals and enterprises to continually upgrade themselves.**

**IAL at the forefront of innovation and digitalisation for the TAE sector.**

We are excited to embark on this journey together with you, and let us advance towards a future where we are always learning and improving for the better.



**PROFESSOR LEE WING ON**  
Executive Director

# ALWAYS ADVANCING

The biggest disruption that we face today, is that the world is changing faster than we are. **Always Advancing** towards the future is our response to the rapid rate of change.

IAL believes that the need to seamlessly and continuously upgrade ourselves through Training and Adult Education (TAE), will be critical in allowing our people and organisations to stay relevant in a fast-changing and dynamic world.

As the national institute for adult educators, IAL plays a strategic role in meeting the changing market needs of enterprises and the workforce. Our five-year strategic roadmap Oct 2020 - Dec 2025 encapsulates our aspirations in enabling a future-ready workforce through TAE, as we strive towards our three key goals, underpinned by the four strategic pillars of IAL.

Working hand-in-hand with enterprises and the TAE community, we believe that our workforce and enterprises will be the drivers of change as we advance into the future.

## THREE KEY GOALS



Nurturing a Cutting-Edge  
& Effective TAE Sector



Building Learning  
Enterprises



Encouraging Innovation  
& Digitalisation

## FOUR STRATEGIC PILLARS OF IAL



Applied Research in  
Adult Learning Approaches



Driving Workplace  
Learning



Collaborative Innovation:  
Addressing Industry's Learning Needs



Continuous Advancement  
of the TAE Sector

# THE DIFFERENCE WE MAKE

## trainers & adult educators

### WHO WILL ADVANCE LEARNING & DEVELOPMENT

With the emergence of new and innovative approaches to programme delivery such as online and hybrid learning, TAE professionals will have access to new opportunities that allow for meaningful engagement with industries and enterprises.



IAL is creating new paths for TAE professionals to reskill and upskill so that they may keep up with the rapidly changing times. At the same time, we are also raising the perceived professionalisation of the TAE sector to enterprises, so that they understand its importance to their business needs.





# enterprises

## THAT WANT TO BE FUTURE-READY

Technology advancements are causing significant disruptions to today's businesses, and with evolving consumer needs, newer and smaller industries are emerging.

IAL is here to catalyse and enable continuous workplace learning in support of enterprise growth. We encourage the development of new systems and processes that will strengthen enterprise learning, and in doing so, we ensure resilience and adaptability in organisations.



# THE DIFFERENCE WE MAKE

## institutions & policy makers

### WHO WILL SET FUTURE PATHS

Institutes of higher learning and policy makers are key foundations to building a nation that is continuously learning and improving.

#### **Institutes of Higher Learning**

As IAL aims to strengthen its position to be the go-to authority on skills-related research, we seek to collaborate with institutes of higher learning to influence and impact new learning approaches.



#### **Policy Makers**

IAL's applied research looks at providing actionable insights on industry demand, that will help government ministries and agencies shape policies and strategies in terms of economic performance, employment development, technology advancement and pedagogy.



# the workforce

## THAT WANTS TO STAY RELEVANT AND AHEAD OF THE CURVE

Businesses and industries are evolving and this means job roles, skill sets and the way we think need to change too.

IAL is here to help ensure employability and continued relevance, by supporting and facilitating the need for learning and upskilling at an individual level.





# ALWAYS ADVANCING

AN ADAPTIVE, RESILIENT  
AND CONTINUOUSLY LEARNING  
TAE WORKFORCE

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## Enabling Workforce Transformation through TAE

Meeting tectonic shifts in enterprise and job sustainability with continuing education and workplace learning transformation

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Applied Research in Adult Learning Approaches

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Driving Workplace  
Learning

Collaborative Innovation:  
Addressing Industry's  
Learning Needs

Continuous  
Advancement  
of the TAE Sector

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## Nurturing a Cutting-Edge & Effective TAE Sector



**We are working together to enhance the relevance and credibility of the TAE sector.**

- Creating opportunities for reskilling and upskilling
- Providing recognition of skills and practice
- Building thought leadership platforms
- Developing translational research projects in line with the Next Bound of SkillsFuture

## Building Learning Enterprises



**We are building learning systems and processes that will ready enterprises for a reinvented future.**

- Strengthening the Centre for Workplace Learning and Performance
- Expanding Learning Enterprise Alliance
- Establishing the National Centre of Excellence for Workplace Learning @ IAL
- Spearheading the adoption of Employee-Driven Innovation

## Encouraging Innovation & Digitalisation



**The future of innovation and digitalisation will be co-creative in nature. We are building an ecosystem that will ignite, catalyse and generate learning innovation for a better future.**

- Taking a lead in learning innovation with iN.LAB
- Enabling microlearning through the online platform, TAELENT

KEY GOAL 1

# Nurturing a Cutting-Edge & Effective TAE Sector

We are working together  
to enhance the relevance  
and credibility of the  
TAE sector.



The TAE sector is a unique and core enablement sector, critical to the competitiveness of Singapore's enterprises. IAL will continue to play a pivotal role in driving TAE professionalism and capability building.

We are enhancing the relevance and credibility of the TAE sector by:

#### CREATING OPPORTUNITIES FOR RESKILLING AND UPSKILLING

We are advancing professional standards through the Adult Education Professionalisation initiative, and expanding our programmes to encourage content consumption in smaller amounts, by a wider TAE audience.



#### PROVIDING RECOGNITION OF SKILLS AND PRACTICE

The award of badges acts as an affirmation to TAE professionals by IAL, and provides a more inclusive and accessible professionalism gateway, especially for industry-practitioners who perform TAE functions as a secondary job role.



#### BUILDING THOUGHT LEADERSHIP PLATFORMS

Key platforms, such as the Adult Learning Symposium, research conferences and round-tables, will catalyse discussions between local and international TAE experts on matters relating to Continuing Education and Training as well as new research findings and development.



#### DEVELOPING TRANSLATIONAL RESEARCH PROJECTS IN LINE WITH THE NEXT BOUND OF SKILLSFUTURE

To enable a seamless application of research findings to the design and development of new skills and jobs for Singapore, we are creating a common space for trialling and experimentation by IAL and various stakeholders.



KEY GOAL 2

# Building Learning Enterprises

We are building learning systems and processes that will ready enterprises for a reinvented future.





As enterprises reinvent themselves to gain a competitive edge, the importance of a long-term commitment to learning and continuous improvement will become apparent. IAL will support organisations as they embed new learning systems and processes into existing business models, ensuring that enterprise learning is effective and less disruptive to their operations.

We are readying enterprises for a reinvented future by:

### STRENGTHENING THE CENTRE FOR WORKPLACE LEARNING AND PERFORMANCE (CWLP)

The CWLP is the first step towards impacting workplace learning at the enterprise level, with the aim of transforming enterprises into learning organisations keen to develop their workforce through new and improved learning systems and processes.



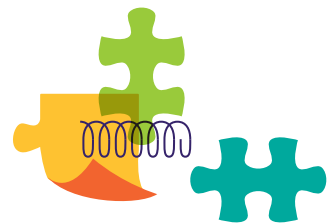
### EXPANDING LEARNING ENTERPRISE ALLIANCE (LEA)



A knowledge network of curated enterprises, representing diverse industry sectors and profiles— LEA members are committed to using workplace learning for design of work and workplace practices.

### ESTABLISHING THE NATIONAL CENTRE OF EXCELLENCE FOR WORKPLACE LEARNING @ IAL (NACE@IAL)

The establishment of NACE@IAL will focus on developing work-learn capabilities and furthering workplace learning in enterprises. NACE@IAL will also prepare TAE professionals to help enterprises enact workplace learning practices.



### SPEARHEADING THE ADOPTION OF EMPLOYEE-DRIVEN INNOVATION (EDI)



Core in providing the ground for greater accumulation of innovation potentials for the industry, EDI projects focus on the generation and implementation of new ideas, processes and products initiated at the employee level, and is critical to improving business performance.

## KEY GOAL 3

# Encouraging Innovation & Digitalisation

The future of innovation and digitalisation will be co-creative in nature. We are building an ecosystem that will ignite, catalyse and generate learning innovation for a better future.



One of the greatest tipping points in disruption was the urgent and radical need for industries and businesses to go digital. Today, as learning innovation becomes increasingly critical to enhancing business value, IAL seeks to lead the way forward by not only equipping TAE professionals with the necessary skills to enhance digital capabilities of the various industry sectors, but to also create collaborative spaces where individuals and enterprises can come together to innovate new solutions for the better.

### TAKING A LEAD IN LEARNING INNOVATION WITH IN.LAB

Set up to catalyse and push the frontiers of learning innovation, iN.LAB at IAL is the lead facility for the TAE community and enterprises to come together to explore, collaborate and contribute to new learning solutions. By looking at new product generation and influencing innovation effectively within the sector, IAL aims to assume its place as an innovative space and laboratory through iN.LAB.

iN.LAB also plays a key role in supporting the TAE Industry Digital Plan, a national initiative that provides guidance to training organisations to leverage digital solutions.



### ENABLING MICROLEARNING THROUGH THE ONLINE PLATFORM, TAELENT

Microlearning feeds into today's needs for learning on the go, and it is an effective approach for TAE professionals to ladder up to credentialisation at their own pace.

IAL is thus building TAELENT— an online platform for TAE professionals to profile themselves, learn, form communities, upskill, attain badges, get professional recognition, and access new work and practice opportunities.



# OUR PURPOSE IN ACTION

Our five-year strategic roadmap lays out IAL's role as an enabler of an adaptive, resilient and continuously learning TAE workforce.

As we look to the future, we highlight three areas of action and aspiration that we believe will be critical in helping us make real impact in the TAE sector and beyond.





**Unlocking  
Future Progress  
through Research  
& Partnerships**

**Pushing the  
Frontiers  
of Learning  
Innovation**

**Enhancing  
Capabilities of  
TAE Professionals  
through New  
Pathways**



# UNLOCKING FUTURE PROGRESS THROUGH RESEARCH & PARTNERSHIPS

The TAE sector has far-reaching impact across industries and enterprises. The ability to explore, strengthen and quantify our impact and ideas through applied research and collaboration with enterprises is an exciting and growing prospect for IAL. Beyond new insights, we believe that research will act as a bridge that further expands our growing network of partners.

Our integration with the Singapore University of Social Sciences (SUSS) opens up new opportunities for us to leverage on a greater pool of knowledge and resources, which will help us focus on providing actionable insights that allow for sound decision-making in key impact areas within the ecosystem of learning. In addition, our continued partnership with SkillsFuture Singapore (SSG) also provides a gateway for IAL to be an enabler of the government's industry transformation plan.



## POLICY

Undertaking joint research that impacts TAE-related policies for industry and economy.

**WHERE WE  
STRIVE TO MAKE  
A DIFFERENCE**

**ENTERPRISE  
TRANSFORMATION**

Developing initiatives  
for continued workplace  
learning efforts.

**INNOVATION SPACES**

Providing a space for  
piloting & validation of  
research and innovative  
practices for adult  
education.

**SECTORAL  
KNOWLEDGE**

Seeking opportunities  
to deepen industry  
domain knowledge.

**INDUSTRY NETWORK**

Building a strong base  
of industry partners  
to expand frontiers  
in learning innovation.

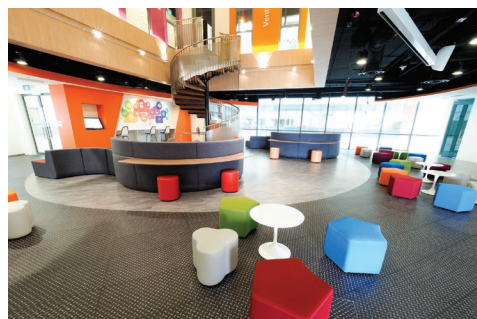
**CAPABILITY  
DEVELOPMENT**

Designing new  
programmes and  
initiatives to enhance  
the capability and  
professional development  
of the sector.

# PUSHING THE FRONTIERS OF LEARNING INNOVATION

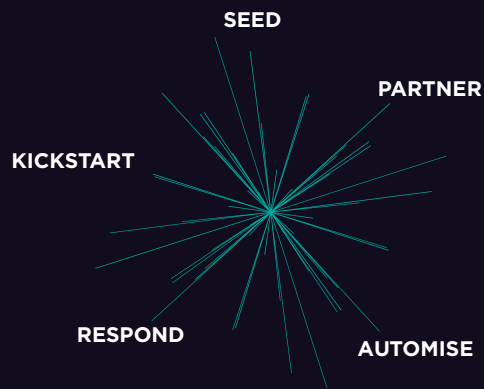
IAL has always worked to challenge traditional work and learn models that currently exist. The tremendous opportunities that technology and an increasingly savvy workforce present have to be considered, explored and harnessed. Innovation to us is about bringing these elements together to solve real industry issues—around time constraint, context of learning, the increased rate of changing information, and many additional areas.

At the centre of innovation and digitalisation for IAL is iN.LAB—a place for enterprises and TAE professionals to come together and innovate learning solutions. Through iN.LAB, IAL will play a more significant role in ensuring that promising learning innovation products and solutions are brought to life, and encouraged to go to market. iN.LAB will also actively explore industry partnerships and match learning solutions to both existing and new organisational needs.





# How iN.LAB will SPARK Innovation & Digitalisation



## SEED

Developing and attracting local and international expertise, and creative talent to contribute to iN.LAB in various capacities and through different schemes.

## PARTNER

Partnering industry multipliers, progressive enterprises and SMEs to influence sectors and role-model efficacy of developed innovative products.

## AUTOMISE

Leading the sector in innovative e-pedagogy practice, through incorporation of the latest developments in mobile microlearning and all technology-enhanced learning.

## RESPOND

Targeting the latest in technology and global practice to ensure that innovations are relevant, of high quality and responsive to industry needs.

## KICKSTART

Mentoring and nurturing start-ups and aspiring entrepreneurs with bold visions and ideas, alongside strategic partners including venture capitalists and angel investors.

# ENHANCING CAPABILITIES OF TAE PROFESSIONALS THROUGH NEW PATHWAYS

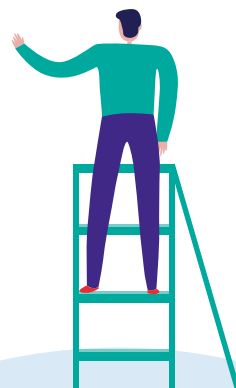
Quality and professionalism of the TAE sector is integral to the success of Singapore's enterprises and the national SkillsFuture movement.



We are providing opportunities for the TAE community to continually learn and upgrade themselves through three pathways:

### SKILLS PATHWAY

This is for skilled TAE practitioners, with an established foundation in their field, who are interested in staying relevant and current, and being recognised for their practices and competencies. This pathway also facilitates on-demand and just-in-time microlearning opportunities.



### WORK-LEARN PATHWAY

TAE practitioners starting on their TAE career will couple learning with actual TAE work practice. Application-focused learning will allow them to build confidence and expertise over time.



### QUALIFICATIONS PATHWAY

Formal learning resulting in qualifications and deep mastery continues to be a strategy for IAL to build capabilities in the TAE sector. This will allow learners to stack modular offerings into full qualifications, which in turn may lead to the award of degree and/or post-graduate qualifications.

## TOGETHER, LET US ALWAYS ADVANCE

Over the next few years, IAL will be pivotal in ensuring enterprise sustainability, as well as nurturing a TAE community that is dynamic, innovative and responsive. Our close partnerships with SUSS and SSG will also be key in our journey towards enabling a future where we are always learning and improving.

Our strategic roadmap is live and constantly evolving, and we actively encourage you to partner with us as we work to ensure that our roadmap stays relevant to you and the growing needs of our nation.

From meeting the tectonic shifts in enterprise and job sustainability with continuing education and workplace learning transformation, to enabling a TAE workforce that is adaptive, resilient and continuously learning – together, we are **Always Advancing**.



## THE INSTITUTE FOR ADULT LEARNING (IAL)

is at the forefront of building capabilities and continuing professional development for an effective, innovative and responsive Training and Adult Education sector. We work closely and support adult educators, businesses, human resource developers and policy makers through our comprehensive suite of programmes and services. IAL also champions research in the key areas of sustaining economic performance through skills, shaping employment and Continuing Education and Training decisions, as well as developing innovations through learning technology and pedagogy for informed policies and practices.

For more information, please visit [www.ial.edu.sg](http://www.ial.edu.sg).

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