

The Future Workplace

Workers will expect more from their jobs in the future, and tripartism will continue to remain key in helping workplaces flourish.

By **Ramesh Subbaraman**

The buzzword in the Government, union and business circles today is “future” and a key challenge is to prepare workers to embrace the demands that come with future trends in the economy and the workplace.

What shape will the future workplace take? And what role is there for the tripartite partners to ensure that both employers and workers are future-ready to embrace the competition?

WORKERS' EXPECTATIONS

The Labour Movement in Singapore is concerned about the welfare of different types of workers including the young, the old, the low-wage, the self-employed, and women.

Our Labour Movement Members of Parliament have the finger on the pulse of the different expectations workers have for the future workplace.

For younger workers, work environments that foster mentoring, learning and professional development opportunities are key, said NTUC Director (Progressive Wage Model), Industrial Relations Department Desmond Choo.

Mature workers on the other hand, look forward to workplaces that are increasingly age-neutral in policies, and have work design and training opportunities, noted Deputy Secretary-General Heng Chee How.

For Professionals, Managers and Executives (PMEs), the ideal workplace is one where every PME can realise their full potential, stay highly relevant, dynamic and resilient, shared Assistant Secretary-General Patrick Tay.

In the case of low-wage workers, Assistant Secretary-General Zainal Sapari hoped for a workplace that will give them opportunities to upgrade their skills and enhance productivity.

TRIPARTISM FOR THE FUTURE

Touching on the role of tripartism in the workplace of tomorrow was NTUC Director (Fieldwork), Industrial Relations Department Melvin Yong, who emphasised that the tripartite partners have their work cut out going forward.

“As new technology develops, as leaders change, and as globalisation continues unabated, it is important that a very deliberate effort is made to strengthen tripartism in Singapore.

“There is an urgent need to optimise our workforce for the future. Some industries will need more manpower and some industries will require manpower with new skills, while others may need to shed manpower through automation,” he said.

One of the key challenges going forward is to ensure that the bonds of the tripartite relationships remain strong as Singapore continues with its economic restructuring.

Mr Yong elaborated that the Labour Movement will continue to encourage and facilitate workers to enhance their employability through continuous learning and skills upgrading while employers work to enable the creation of higher value-added and better paid jobs.



Having Your Concerns At Heart

What are the workplaces and issues of tomorrow going to be like? We talk to workers to find out what's on their minds, plus hear what our Labour Members of Parliament (MPs) have to say.

By **Ryan Chan, Shukry Rashid** and **Fawwaz Baktee**

“For our younger workers, work environments that foster mentoring, learning and professional development opportunities is especially key. They also perform better if work schedules are flexible and outcome-driven. For workers with young families, especially women, they will need access to flexible work arrangements such as telecommuting and, importantly, a genuine culture of care.”

NTUC Director (Progressive Wage Model), Industrial Relations Department and MP for Tampines GRC **Desmond Choo**



“The ideal workplace for Professionals, Managers and Executives (PMEs) is one where every PME can realise their full potential, stay highly relevant, dynamic and resilient. This can be done by creating a positive, safe and learning culture.”

NTUC Assistant Secretary-General and MP for West Coast GRC **Patrick Tay**



FLEXIBLE WORK

“I’ve had jobs where the working environment was pleasant and the management good, but I hope to see more workplaces provide flexible working hours for full-time positions. I currently have four children and have to work on a part-time basis so I can have a good balance between working and taking care of my children.”

Rohaidah Rahman, 43, Retail Assistant



CHILDCARE LEAVE

“Being a single mother is never easy. Apart from work, there’s household chores and taking time to help my son with his homework. In the service line, I get to leave on time and there is hardly overtime, which gives me time to juggle family and work. But I do hope there can be more childcare leave for single mothers, so I can be around when he’s ill or to help him prepare for his examinations.”

Ee Pei Ru, 35, Senior Customer Service Executive

EMPLOYEE ENGAGEMENT

“Career progression isn’t just about getting a higher position or a pay raise. The working landscape is changing and I hope to see professional and technical development through sharing of ideas. Many workplaces still adopt a top-down approach, and not many promote an environment where employees can freely voice suggestions to learn from each other. PME’s are doing their part to stay relevant; companies should too.”

Luna Wong, 23, Quality Analyst



JOB SECURITY

“As a new entrant into the workforce, I hope to see more job security and stability for workers. Given how educated our society is, career progression is a must, along with protection for more workers. There is a foreseeable downturn this year, so I hope this doesn’t mean increased unemployment numbers for workers like myself. I hope to see employers valuing insights that fresh graduates bring and offer them a job befitting of their skills.”

Wendy Chua, 23, Corporate Communications Executive

“Mature workers look forward to workplaces that are increasingly age-neutral in policies, and have work design and training opportunities. They want to work with organisations that value and reward workers of all ages according to their strengths and contributions, not biases and assumptions.”

NTUC Deputy Secretary-General
Heng Chee How and MP for
Jalan Besar GRC



“Rank-and-file workers, especially the low-wage workers, will continue to be part of our labour landscape. The Labour Movement will continue to work with our tripartite partners to identify areas that will help them upgrade their skills to improve their productivity for sustainable wage increases.”

NTUC Assistant Secretary-General
and MP for Pasir Ris-Punggol GRC Zainal Sapari



RE-EMPLOYMENT

“It’s encouraging to see things being done like increasing the re-employment age to 67. As long as I feel fit, I would like to work for as long as I can. I’m also a believer in going for courses to upgrade myself and stay relevant. I have an A-Grade Security Licence, which I can use to apply for security positions at just about anywhere, should I want or need to.”

Presley Koh, 57, Operations Executive

UPSKILLING



“I’ve been a security officer for four years. I plan to upgrade myself with a Security Supervisor’s Certificate so that I can be exposed to more responsibilities and experience more in this industry.”

S. Kumaraveloo, 28, Security Officer

STRIVING FOR SUCCESS

“I’ve been in the F&B industry for more than 20 years now. In Singapore, anything is possible if we are willing to work hard and strive for success. Workers need to upgrade and pick up new skills to make sure their jobs are secured for the long term.”

Relawati Tanjong, 52, Food Stall Supervisor



STAYING RELEVANT

“The number of older workers is increasing year by year. Workers should prepare themselves at a young age. They should keep up with job trends and skills needed for the workforce of the time, and make sure they are prepared and remain relevant for the future workforce.”

Raymond Aw, 62, retired IT Manager

SALARY MATTERS

“I would like to earn more so that I can provide better for my family. FairPrice has sent me to three courses since I joined the company two years ago, and I look forward to attending more. Hopefully with that, I can get a pay increment.”

Wong Shin Nee, 29, Cashier



“Small and Medium Enterprises (SMEs) will be able to explore the potential and opportunities available in the market by tapping into a whole array of skills to find the best one to augment their business. Freelancers will also be able to command opportunities that are not confined to one company. This way, both SMEs and freelancers can have greater options and flexibility.”

NTUC Assistant Secretary-General and MP for Ang Mo Kio GRC Ang Hin Kee



FREELANCING

“I am freelancing for three different companies currently. I like freelancing because I can plan my own activities in the day and do whatever I want as long as I have done my work. I can also travel anywhere and still do my work. I can be in Indonesia or Vietnam, and I can still work as long as I have my laptop. I think SMEs in Singapore capitalise on the growing pool of freelancers as they may not be able to afford many full-time workers. Therefore, they employ freelancers on a project basis. I’ve been freelancing for a few years now and in my experience, I earn more freelancing compared to working full-time.”

Morla Angelia, 24, Freelance Designer

WORK-LIFE BALANCE

“Working freelance means no time wasted travelling and no office politics to deal with. The flexibility of your time is one of the biggest perks of the job. This means you can spend more time with the family. I’ve been doing this for eight or nine years now, and I don’t intend to go back into an office job.”

Jessica Val Ang, 39, Freelance Translator



SUPPORT FOR SME

“As we enter into an impending recession, I feel there should be more support for SMEs, especially since they employ a large number of Singaporeans. Their struggles can mean a lot of problems like unemployment if they were to close down. During this period, it is important that workers stay relevant by upgrading their skills. Initiatives like the SkillsFuture Credit will go a long way in helping workers prepare themselves.”

Sunny Fernandez, 52, Golf Specialist

AT A GLANCE

THE TOP 5 THINGS WORKERS WANT

1. **CAREER AND WAGE PROGRESSION:** Workers highlighted their desire to progress both their careers and wages.
2. **UPSKILLING AND UPGRADING:** Workers want to see more opportunities for them to upskill and upgrade themselves to remain relevant to the workforce.
3. **FLEXIBILITY:** Many workers, especially working mothers, are now calling for flexible work arrangements at the workplace in order for them to have a better work-life balance.
4. **AUTONOMY:** More workers are looking for jobs that can give them the flexibility and control of their career commitments. Today, freelancing is becoming a popular job option.
5. **POLICIES:** Mature workers would like to see more non-age discriminatory policies implemented at the workplace.

Questions On Our Minds

With a challenging 2016 ahead, we have come across a number of questions workers have been pondering over. Have you been thinking about the issues below as well?

1
What's affecting job security in Singapore?

2
Technology has changed the way we live and work. How will it affect the future of our jobs?

3
How should companies prepare for challenges?

4
What can be done to prepare our workers to cope with future challenges?

5
What can we, as employees, do for ourselves?

6
How can tripartism build a more competitive economy and protect jobs?

Hear what NTUC Secretary-General Chan Chun Sing has to say about some of his key concerns in his maiden blog post on the next page – 'Job Security: Cyclical Or Structural'.

JOB SECURITY: Cyclical Or Structural?

By **NTUC Secretary-General Chan Chun Sing**

Since joining the Labour Movement in January 2015, many have asked me how it has been. Others have asked what I do and what keeps me going.

At that time, I jokingly said that it was to "lighten the load of my MSF colleagues". That if I do my job well, my MSF colleagues will have less to do. There is certainly much truth in this statement. The more Singaporeans have meaningful jobs to take care of their families, the less MSF has to do.

Hence, every day, the primary concern of the Labour Chief (or SG as everyone now calls me), is jobs, jobs and jobs. Good jobs, well-paying jobs, meaningful jobs, jobs with progression, jobs for the old, jobs for the young, jobs for disadvantaged groups, etc. You name it, we think about it, worry about it and will want to do something about them all.

Every week since, I have visited many companies, met numerous bosses, heard from many union leaders and spoken to many workers. Their concerns are more often than not similar – how will their companies survive the competition; and what jobs can our workers have tomorrow.

THREATS TO JOBS

The current economic outlook is particularly challenging. Many are worried if there will be enough orders for the companies and jobs for workers in the coming months. Yet others wonder if the dark clouds over the horizon are a temporary cyclical downturn that will hopefully soon go away, or if the dark clouds signal something more fundamental which suggests that they can no longer be in the same business employing the same workers doing the same jobs. How urgent is it to invest in new capabilities?

For example, workers in some printing firms have seen their orders gradually shrink over the years. Some printing firms have even moved overseas to print and ship the products back to Singapore. Technology has changed people's reading habits. Many of us no longer read the newspapers or books in hardcopy any more. Clearly, there are fundamental changes going on in this industry and our companies and workers will have to adapt quickly to survive. Technology has similarly changed many other consumer habits, creating new demand and destroying old ones. We may not be able to keep all the old jobs but we must try to create new

products and explore new markets to create new jobs to survive. In this structural transition, our workers will need to be equipped with new skills quickly for the new jobs ahead.

But one wonders if the slowdown in demand is cyclical or structural. Consider the way consumer goods are sold at familiar supermarkets like NTUC FairPrice, Giant, Sheng Siong, etc. Is the slowdown in demand due to a weak global economy or is it due to changing consumer habits of shopping online?

PROTECTING OURSELVES

It may be a case of both sets of forces working at the same time. Just how should our retail outlets respond?

Perhaps, the biggest threat to the retail scene is not fellow retailers but online shopping. If online shopping is going to be more dominant, how can companies prepare themselves and our workers for this challenge? What kind of technology must they invest in? What new skills must our workers have?

How about our older workers who cannot acquire the new skills for the new industry, what other jobs can we create to help them earn decent salaries that can support their families? Are our companies bold enough to invest in new technology and markets in the face of an impending cyclical slowdown? If they don't invest now, can we survive larger structural shifts?

As the global economy slows down, investments may also not come by that easily. Recently, I visited a high-end engine maintenance company. Our workers there are highly productive and skilled. But can the company continue to attract the next wave of investment to maintain the next generation of engines? We don't yet know. We have skilled labour; we try to keep costs low; we have harmonious industrial relations and many other positives. But will foreign MNCs pass us over because they want to put the jobs elsewhere for non-economic considerations? It is indeed tough to compete for investments to create new and better jobs for our workers. While we cannot control all factors, we must certainly give investors the best possible reasons to want to be here. No one owes us a living.

The coming months may be challenging. But as the saying goes: In every crisis, there is opportunity. Whether the dark clouds mean a cyclical or structural issue, we must still get

The above blog post by NTUC Secretary-General Chan Chun Sing was first published on www.labourbeat.org on 14 January 2016. Any extracts should be attributed back to the author.



our act together. In every downturn, it is better to assume there are deeper structural changes needed than assume that the downturn is cyclical and we will soon be back to business as usual. There are some invariants that we must get right regardless.

TRIPARTISM IS CRUCIAL

First, to create a conducive business environment underpinned by strong tripartite actions to overcome the challenges together. This is the reason for NTUC, SNEF/SBF and MOM/MOE/MTI to work closely together day in day out. Our competition is not with one another but with the competition out there.

Second, to make sure that our workers are skilled for tomorrow's jobs and markets. This is the reason for the big push to strengthen our efforts in continuing education and training. It is no longer enough just to have a set of qualifications. These qualifications must have market currency and relevance to tomorrow's jobs. This is the reason for SkillsFuture.

Third, we must never be complacent. Instead, we must constantly ask ourselves how we can do better to keep our companies competitive; keep our costs low; equip our students with skills that the market needs; keep regulations competitive; allocate our land, labour and resources to new growth sectors; innovate to create new products and markets and many more. This is the reason why we set up the Committee for Future Economy to re-examine our fundamentals and keep us ahead for the next lap.

By the laws of the market, only the fittest and fastest will survive. The Labour Movement is committed to working with our tripartite partners to make sure that our workers are fitter and faster than the competition. If Government agencies, business partners and the Labour Movement continue to work closely together, we have every chance to continue to do well. Tripartism is easy to understand. But getting it to work requires hard work, long term relations and shared understanding.

This is also why I decided to set up this blog, as a platform to regularly share the Labour Movement's thoughts on how we can work together to overcome these hurdles. To the working people in Singapore: You can be assured that you are not alone on this journey. The Labour Movement will work with you to help you adapt to these changes and work towards securing a better future for us all.



Empowering Singaporeans

Want to know what you can do with your SkillsFuture Credit? Read on...

Story and photo by **Shukry Rashid**

The Singapore Workforce Development Agency (WDA) organised its inaugural SkillsFuture Credit Roadshow on 9 January 2016 at Westgate shopping centre.

Graced by Deputy Prime Minister (DPM) and SkillsFuture Council Chairman Tharman Shanmugaratnam, the roadshow aimed to educate and empower Singaporeans to take personal ownership of lifelong learning.

Singaporeans were also able to find out more about the approved SkillsFuture Credit courses and how they can use their credits to achieve their skills training and career goals.

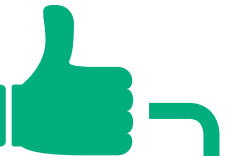
GOING FURTHER

"Whether you are a graduate or someone with a Masters degree, or you started work straight after leaving school, it does not matter.

SkillsFuture empowers all of us to go further and to renew ourselves as we go through life," elaborated DPM Tharman.

WDA will be organising more roadshows from February this year at various locations throughout Singapore.

GOOD TO KNOW



Union members will also be able to get further assistance and information on SkillsFuture Credit from the NTUC Members' Hub at One Marina Boulevard and NTUC's e2i (Employment and Employability Institute) Career Services Centre.

For more information, visit www.skillsfuture.sg/credit.

Focusing On The Future

Two new statutory boards will boost implementation of SkillsFuture.

By **Ramesh Subbaraman**

In a joint statement on 12 January 2016, the Ministries of Education and Manpower announced the formation of the new SkillsFuture Singapore statutory board under the Ministry of Education (MOE).

At the same time, the Singapore Workforce Development Agency will be reconstituted into a new statutory board – Workforce Singapore (WSG) to focus on jobs and ensure enterprises can become manpower-lean while remaining competitive. The new statutory board will remain under the Ministry of Manpower (MOM).

LABOUR MOVEMENT'S REACTION

NTUC's Director (Progressive Wage Model), Industrial Relations Department Desmond Choo said the Labour Movement welcomes the Government's commitment to workers' long term skills training and ensuring quality jobs.

"The Labour Movement will work closely with the two statutory boards to coordinate our efforts to help our workers," he said.

Correction: *NTUC This Week* - 10 January 2016

The article on Page 5 misspelt the interviewee's full name. It should be Mr Adly Esmadi and not Mr Adly Samad.

Using SkillsFuture Credit

Not sure how to use your SkillsFuture Credit or which course to take? Check out what the Labour Movement has in store to guide you.

Introductory Workshops

By **Shukry Rashid**

NTUC's e2i (Employment and Employability Institute) held its inaugural SkillsFuture Credit Connect workshop on 9 January 2016 at the Devan Nair Institute for Employment and Employability to help Singaporeans learn more on how to utilise their SkillsFuture Credit.

Besides introducing what SkillsFuture Credit is, the workshop also showed participants how to navigate the SkillsFuture course directory.

Deputy CEO of e2i Gary Goh said: "Today's workshop is part of the SkillsFuture initiatives and we recognise that SkillsFuture is highly relevant to what e2i does here."



SKILLS PROFILING

Perhaps the biggest value-add of the course is a skills profiling exercise that allows participants to better understand their training needs and thus, narrow down the kind of courses they should sign up for.

One of the participants was 54-year old Lee Poh Chin, who felt motivated after attending the workshop. She was aware of SkillsFuture Credit before attending the workshop, but was not sure how to go about using her credits.

"We were also asked to reflect on the phases on our current career path, situation, circumstance... I've not done that for quite a while so it was a good time to reflect," she added.

GOOD TO KNOW



- ▶ The SkillsFuture Credit Connect workshop will be held every Wednesday at the Devan Nair Institute for Employment and Employability. To register, visit the events page on www.e2i.com.sg.
- ▶ To cross check on courses approved by e2i for subsidies, visit <http://skillsupgrade.ntuc.org.sg>.
- ▶ To find out more about programmes available at NTUC LearningHub, visit www.ntuclearninghub.com/pages/skillsfuture-for-individuals or go down to NTUC Trade Union House, 73 Bras Basah Road, #02-01.



Courses For Consideration

By **Jonathan Tan**

In recent issues of *NTUC This Week*, we highlighted how the \$500 in SkillsFuture Credit (SFC) can be used to offset the costs of the 10,000 training courses listed in the SkillsFuture Credit course directory (www.skillsfuture.sg/credit).

As an additional benefit, NTUC members can get up to \$250 in additional subsidies from UTAP (Union Training Assistance Programme) for courses approved by NTUC's e2i (Employment and Employability Institute).

UTAP can be used together with SFC for courses approved on both lists at NTUC LearningHub (LHub).

LHub's online platform (www.ntuclearninghub.com/pages/skillsfuture-for-individuals) features an extensive list of UTAP- and SFC-approved courses that cater to individuals with specific needs at different stages of their working careers.

For ease of navigation, the courses are divided into categories such as 'Fresh Joiners' for those new to the workforce; 'Upgrade Skills' for workers looking to gain a competitive edge; 'Career Transition' for individuals looking to switch industries; and 'Back To Work' for people looking to re-enter the workforce.

Special tiered subsidies are also available for workers aged over 40 to make skills upgrading more affordable and accessible. With a range of programmes that span technical to technological, administrative to interpersonal, almost anyone will be able to find something that will add value to themselves.

Through the SkillsFuture Earn and Learn Programme, young workers can look forward to a bright career in the retail industry. Meet one of them.

By **Fawwaz Baktee**

Stepping Up

Like many young workers her age, 21-year-old Nicole Chin has big dreams and aspirations.

“In five years time, I see myself in a managerial role,” she said.

Soon after graduating from Singapore Polytechnic with a Diploma in Business Administration majoring in marketing and retail last year, Ms Chin embarked on her first full-time job working for fashion-retailer Charles & Keith as a Customer Service Fashion Associate.

Besides frontline work, her job includes providing fashion advice to customers and fashion styling.

“My passion for fashion played a major role in my decision to embark on a career in the retail industry. I love interacting with people, and in this industry, I get to meet different kinds of people and I get a sense of satisfaction that money can’t buy when customers are happy with my service. Even when I face a challenging customer, I take that as an opportunity to learn and grow,” said Ms Chin.

A HEADSTART

To provide progressive careers for recent graduates, Charles & Keith was one of the first few companies to participate in the Retail Sectoral Manpower Plan when it was rolled out last year.

As part of the initiative, Ms Chin’s role as Customer Service Fashion Associate was recently reviewed and redesigned to include a greater emphasis on fashion coaching for customers.

As one of the company’s first employees to embark on a SkillsFuture Earn and Learn Programme, she is now undergoing a 16-month on-the-job training at her workplace and classroom training at the Singapore Institute of Retail Studies (SIRS).

Through this programme, Ms Chin is given a headstart in her career and her progression in the industry may be fast-tracked.

“My training in SIRS is similar to what I learnt in Poly. I learned concepts and theories in Poly whereas in SIRS I’m learning things that are more applicable in real life,” said Ms Chin.

NOT A DEAD-END INDUSTRY

Ms Chin also believes the Earn and Learn Programme is a good way to let young people know that the retail industry, like any other, provides progression opportunities for workers and is a good industry to be in to start a long-term career.

“Retail is not a dead-end industry and there is a future in it. When I was in Poly, I remember my friends asking me, ‘Why did you decide to major in retail when there is no future in it?’ I don’t want people to think that way because it isn’t true. A frontline worker like myself can still progress to become a manager of a department someday, and I want to show that to others,” said Ms Chin.

“Retail is not a dead end industry and there is a future in it... A front line worker like myself can still progress to become a manager of a department someday, and I want to show that to others.”

Nicole Chin, Customer Service Fashion Associate, Charles & Keith



Snapshots

A quick round up of what went on in and around the Labour Movement recently.

By **NTUC This Week Team**



SMMWU Annual Dinner

The Singapore Manual and Mercantile Workers' Union (SMMWU) recently held their 56th annual dinner at Marina Bay Sands.

The highlight of the evening was the Outstanding Leader Award, where ten branch officials were recognised for their tireless efforts in serving the needs and interests of their respective branches.

The evening also marked the culmination of the union's fundraising efforts which saw a total of \$90,000 raised for welfare and education programmes.

SMMWU Secretary-General David Yeo said: "Our Outstanding Leader Award recognises our branch officials who have served the union tirelessly. They have shown the true spirit of servant leadership and passion in helping others."



INTERNATIONAL NEWS

Historic Recognition For Morocco's Call Centre Workers

Call centre workers in Morocco can look forward to better treatment at the workplace.

The Union Marocaine du Travail recently won a ballot for national recognition and bargaining rights for around 15,000 workers in 11 companies in the country's call centre industry.

This marks a landmark milestone for the industry as there has never been union recognition for its workers at either local or national level.

Spirit Of Caring

The festive season last month saw close to a total of 115 low-income single mothers and 200 children gather for an outing at Universal Studios Singapore, treated to a movie screening, and participate in NTUC Club's Family Recreation & Fun (FRF) Carnival.

As part of NTUC Women's Development Secretariat's (WDS) WeCare for U initiative, the respective events were organised by Keppel FELS Employees' Union, Singapore Maritime Officers' Union and NTUC Care and Share Department.

"These events aim to provide an enriching experience for the single mothers and their children, who otherwise may be too financially strapped to gain access to these places of interest," said WDS.

Single mother Mariyam Omar said: "NTUC WDS provides platforms for my children and I to make time for one another. It also helps to widen my social network as I build friendships with many single mums within the community.

"I am also excited about the SkillsFuture Credit which was shared during one of the WeCare events and am looking forward to upgrade my skills to advance my career."



LNY Festive Goodies

Lunar New Year will be upon us soon and it is time to start stocking up your homes with delicious festive goodies for your guests from NTUC FairPrice.

From classic treats like love letters (\$6.90) and pineapple tarts (\$8.70) to traditional must-haves like *nian gao* (\$5.95), there are no shortage of options. Choices for hampers are also available. The FUNA Chinese New Year Hamper (\$238) for instance has an array of goodies like chocolates and abalone.

Those on a budget can look to the Golden Deals for FairPrice Housebrand products, such as the FairPrice Octagonal Box Nuts, medley of eight different types of nuts housed in an auspicious-shaped box costs only \$9.80.

Festive goodies are available at all FairPrice outlets while hampers are in stock at FairPrice Finest and Xtra outlets. Promotions end 29 February 2016.



Working for the good of everyone is something that Singapore Shell Employees' Union (SSEU) General Secretary Munirman Abdul Manaf, 37, a Line Trainer at Shell, has been doing all his life.

NTUC TW: You are a relatively young General Secretary. How did you get into the picture?

Mr Munirman Abdul Manaf: It goes way back. I learnt to be responsible for and helping others as an elder brother, and as a student I was involved in the Singapore Polytechnic Students' Union. So, in a sense, union work is an extension of something I have been doing for many years.

I joined SSEU soon after joining Shell in 2005 and was appointed as Assistant General

FACE 2 FACE WITH

Munirman Abdul Manaf

By **Marcus Lin**

Secretary after being elected into the SSEU Executive Council in 2011. Soon after, at age 32, I took over as General Secretary when the previous one retired.

What challenges did you face and what have you achieved so far?

I was thrown into the deep end when I took over as General Secretary as I had no guidance or mentoring whatsoever. But I just followed my heart and did what was right. One of the main things was to get the union's priorities right, to be united and to make decisions collectively. People buy the idea of making decisions collectively and therefore we can now move easier.

Now, I can safely say that there is a core team that works harmoniously together to keep the union strong. There are more new and younger officials who gel well and more than half of the current Executive Council members are first timers in their 30s. Membership growth is also high. In fact, the unionisation rate at Shell today for bargainable staff is 94 per cent, which means that for every 10 employees 9.4 are union members.

It is important that workers see what the union can do. For example, I once helped a technician from India to keep his job after he did not return on time from home leave. The very next day, all the technician's colleagues who were not union members immediately signed up as members.

As you are not a full-time unionist, how do you cope and what do you hope for?

Union work does take up a lot of time and I have to manage it carefully with my job as a Line Trainer training young technicians coming into the company. It helps that the company is supportive of the union in many ways. The company does not charge rental for the union's office and contributes yearly to the union's welfare fund. Time off is also given for union work.

NTUC has also given the union good support all these years and I personally have picked up a few skills and techniques from them that are very useful for me and I am sure I will learn more. We don't learn this via textbooks but through the experience of others. This will stay with me for a very long time.

SSEU delegates and officials are very committed and passionate people who are outspoken and not afraid to speak up in any event. Some people may have the wrong impression but if there is a legitimate question, we should ask it in order to be clear.

I believe 2016 and the next couple of years will be tough. Besides expiry of the Collective Agreement this year, collaboration with the company on job security matters and workplace safety will be the main focus of the union.

“Union work does take up a lot of time and I have to manage it carefully with my job as a Line Trainer training young technicians coming into the company. It helps that the company is supportive of the union in many ways.”



INSIDER'S GUIDE



Singapore Shell Employees' Union (SSEU)

When: 31 August 1984

Why: To represent employees of Shell in Singapore.

Numbers Now: 1,705 members.

Did You Know: Shell workers were represented by Shell Employees' Union (1955 to 1958), Federation of Oil Workers Union (1958 to 1960), National Union of Oil Workers (1960 to 1961), United Workers of Petroleum Industry (1961 to 1984) and Singapore Shell Employees' Union (1984 to date).



What's Happening, Where

U Run All Access

The U Run All Access by U Sports is back this year with a sweet deal in store for running enthusiasts. The package, which comes with three race credits to partner runs in Singapore, is valid for use at 10 remaining races in 2016, including the NTUC Income Run 350.

Priced at just \$158 for three runs, the U Run All Access package will save members more money for their registered runs. For members who participate in more than three runs a year, additional runs at partner races are priced at a flat rate of just \$50 per race!

Besides benefiting from the runs, U Sports will put together a range of workshops and seminars by specialists and elite runners to prepare package holders for their runs. The next scheduled run is the Marina Run on 20 Feb 2016.

i For registration and more information on the package, visit www.usports.com.sg.



Volunteers Recruitment For RUN 350

If you're thinking about more than just running in a race, try volunteering with this year's RUN 350. NTUC Income RUN 350, organised by Young NTUC, will be back for the seventh edition on 10 April 2016.

By volunteering, you can do your part to raise awareness on climate issues and inspire others to do their part for the environment.

i You can either contribute as a volunteer or a volunteer leader. Event involvement level and requirement vary for both roles.

Register by 31 Jan 2016. To register and for more information, visit www.yntuc.sg/run350volunteer.

U Picnic - Space Odyssey

Fancy a fun picnic with the family that comes with a space twist? Then head on down to the U Picnic - Space Odyssey!

Organised by NTUC Women and Family Unit, the event will entertain you with a cosmic stage experience featuring LED Dance and space-themed music. Also participate in various extraordinary activities and stand to win attractive prizes!

i 12 Mar 2016, 5.00pm-9.00pm, Grand Lawn 1, Bishan-Ang Mo Kio Park River Plains. Admission fee: NTUC Member - \$20 (per family of 5), Public - \$50 (per family of 5). To register, visit the events page on www.ufamily.org.sg.



15th Super Sprint Series Swim Challenge

Up for another challenge? Then look out for the Orchid Country Club's Super Sprint Series Swim Challenge. On its 15th run, the event caters to all age groups where swimmers can gear up for a friendly competition in event categories that include 50m breaststroke, 50m freestyle, 50m butterfly, 50m backstroke and 200m mixed freestyle relay.

i 6 Mar 2016, Orchid Country Club Olympic Pool, 1 Orchid Club Road.
Registration Fee: Free (OCC/Aranda Country Club members), \$5 (NTUC Member/Guest). Event Entry Fee: Free (OCC/ACC members), \$3 per event (NTUC Member/Guest).
Register by 22 Feb 2016. For enquiries and registration, please call Sports Counter at **6750 2122** or email sports@orchidclub.com.





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未来技能 补助须知

当局已陆续寄发启动未来技能补助户头的通知书给国人。为了让大家了解详情，本期特列表说明如何使用这笔补助金来提升个人的技能。

如果您暂时还未收到通知书，不妨参考以下简表，了解启动户头的操作方法和有关细节。另外，您也可从中了解工会会员如何利用职总会员培训援助计划，享受额外的补助。

如何开始

 **操作方式** 备好电子政府密码

国人需通过个人电子政府密码开启未来技能补助户头。欲申请户头或更新密码，请登录

www.singpass.gov.sg/

 **浏览 1万 项官方批准的课程**

登录未来技能补助网站 (www.skillsfuture.sg/credit) 浏览多达1万项受官方批准的课程。这些课程由500多家培训服务商开办，内容涉及57种功能领域。相关的细节列明在培训服务商的网站。

 **直接向服务商报名** 

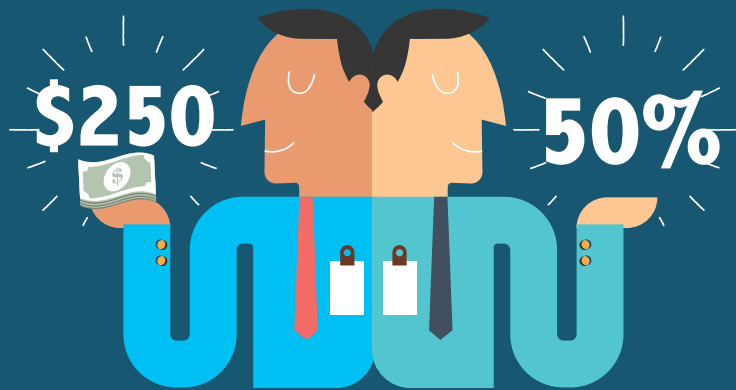
一旦选定了课程便可直接向培训服务商报名。联系方式详列在他们的网站上

 **上网申请补助金**

登录您的未来技能补助户头以查明结存，然后依步骤申请补助金。当局过后将发送电邮及文字信息通知补助金的使用状况

 **职总助推未来技能补助**

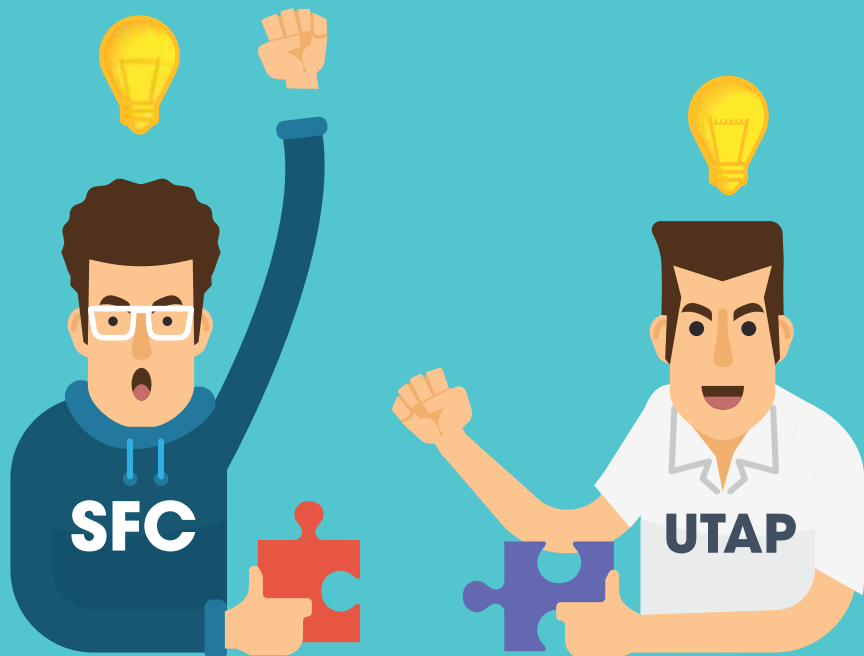
除了未来技能补助计划，由职总就业与职能培训中心负责执行的职总会员培训援助计划，也将助推国人终身学习。按计划，职总会员在使用政府赞助的未来技能补助之余，尚能在每一年享有至高250元的额外培训津贴。如此，会员支付的50%学费都可以通过计划报销（顶限为250元）。然而，只有报读就业与职能中心批准的课程才能享有此项福利。



欲知详情，敬请登录<http://skillsupgrade.ntuc.org.sg/>。

自2016年1月13日开始，职总就业与职能培训中心每逢星期三将主办讲座，协助国人了解未来技能详情，以及如何选择课程和利用职总会员培训援助计划减轻学费的负担。





借助未来技能补助和职工会员培训援助计划

未来技能补助和职工会员培训援助计划虽然都能供职总会员报销同一课程的学费，但在可使用补助费的时段上各有不同。下面列表指出两者的差异，方便您善加使用。

唯有报读未来技能补助和职工会员培训援助计划批准的课程才能使用其补助费。

未来技能补助的两段使用时间



课程开课之前*

课程开课之后

*唯有在开课日前的30天提交申请，才能支付补助费给课程服务商或申请者。若在课程开课后提交补助请求，补助费只能付给申请者。

职工会员培训援助计划

须在下列时段之内提出申请
课程结束之后的

6个月内



什么是未来技能补助？



为配合政府营造终身学习文化，当局将在年届25岁及以上的国人之未来技能补助户头内汇入一笔500元的补助费，以便国民用来支付提升技能和进修的学费。未来技能补助不设截止日期，并且政府将定期增补金额。

需要额外协助吗？

援助中心：

职总就业与职能培训中心
求职服务中心

电话：6474 0606

地址：就业与职能培训中心之蒂凡那学院，80 Jurong East St 21

网址：<https://e2i.com.sg/>

职总恒习

地址：73 Bras Basah Road, #02-01

网址：www.ntuclearninghub.com



职总会员中心及专经执中心

电话：6213 8008

地址：职总大厦，1 Marina Boulevard, #B1-01

网址：www.ntucmembership.sg
www.ntuc.org.sg/pme/contact

职总U关怀中心

热线：1800 255 2828

地址：就业与职能培训中心之蒂凡那学院，80 Jurong East St 21

网址：www.ntuc.org.sg/ucarecentre/

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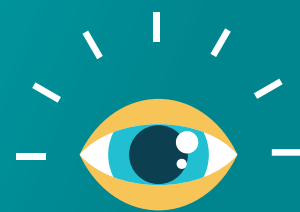
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未来的职场



在劳资政持续搞活职场的同时，我国工友必然可以期待从中获得更多的益处。

政府机构、工会和商场友 今的流行语是“未来”，而三者共同面临的挑战是，如何让工友做好准备，跟进经济和职场的未来发展趋势。

未来的职场面貌将会如何？劳资政伙伴又将扮演怎样的角色，以确保雇主和工友做好准备，应对未来的竞争？

工友的期望

我国工运关注各年龄层工友，包括低薪工友、自雇人士和妇女的工作福利；而工运议员也为各类型工友把脉，了解他们的职场期望。

全国职工总会工业关系署（渐进式薪金制）署长朱倍庆表示，年轻工友对于职场的最大期望是，前辈能指导工作、可以学习技能，以及有机会开拓职业前程。

职总副秘书长王志豪指出，年长工友的期望则是，公司的人力政策走向年龄中立、展开重新设计工作计划，以及提供培训。

在专业人士、经理和执行人员这方面，职总助理秘书长郑德源认为，这群工友心目中的理想职场是，人人都能够发挥潜能，紧跟需求与变化，而且可以灵活应变。

至于低薪工友，职总助理秘书长再纳希望公司能够提供培训机会给他们，以便提升工作技能，提高生产力。

劳资政协作应对未来挑战

谈到劳资政在未来职场所能扮演的角色，负责工业关系有关职务的职总署长杨益财表示，他们心中有数，了然于心。

他说：“鉴于科技的发展、领袖的变更和国际化的势头不减，着力加强劳资政协作显得非常重要。”

“现在迫切需要提升我国劳动队伍的实力，以满足未来的需要。有些行业须要增加人手，有些行业需求掌握新技能的员工，有些行业则为了推行自动化生产，须要削减人力。”

为此，未来的一大挑战是，在我国推行经济重组的背景下，确保劳资政三方能够继续团结一致。

他表示，工运将继续鼓励和推动工友不断提升技能，以增强其就业能力。同时，也鼓励雇主设法创造高附加值和待遇优渥的工作。

“年轻工友对于职场的最大期望是，前辈能指导工作、可以学习技能，以及有机会开拓职业前程。如果工作日程灵活，又以工作成绩衡量员工，他们准会有良好的表现。那些成家不久的年轻员工，特别是女性，她们一般倾向于期望公司灵活安排工作，比如准许远程办公等，而最重要的是公司内部有彼此关怀的文化。想要在人力不足的情况下实现他们的期望，首先就要重视人力资源。劳资政伙伴可以试点推行计划，在各行业发挥积极影响。有必要的話，还可以考虑以立法和推动相结合的方式推广。”

—职总工业关系署（渐进式薪金制）署长及淡滨尼集选区国会议员朱倍庆



“重新雇佣年龄顶限提高到67岁是一件令人鼓舞的事情。这意味着只要我体力过关，便可以继续工作。我相信提升技能是与时俱进的途径。现在我拥有A级保安员执照，如果有需要或者有意愿的话，随时都可以申请各个地方的保安员工作。”

—操作执行员Presley Koh (57岁)



“职业发展不光是指升级或者加薪。现在的职场已经发生了变化，我希望见到同事们通过交流经验和提出点子，共同促进本专业和技术的发展。可惜好多公司仍然采用从上而下的工作方式，以致员工难以相互交流，自由提出改进建议。既然专经执人员都主动跟上发展步伐，公司也应该这么做了。”

—质量分析员Luna Wong (23岁)

