

## Steely Strategies



By Florence Ng

**THE** Metal Industries Workers' Union has returned from a study trip to Japan, jointly made with Seiko Instruments Inc., confident that its strategies in tackling the re-employment of older workers are strongly welded to the needs of Singapore's ageing workforce.

"MIWU will work closely with management partners to set up re-employment systems and policies to re-employ retired workers within the next two years. We will refine the re-employment systems progressively based on the learning points from the Japan model in the study trip.

"In the long term, MIWU aims to raise the retirement age or remove the retirement age for the employees altogether in our unionised companies," said Mr Tan Chai Kun, MIWU's General Secretary.

MIWU has been encouraging companies to take up the enhanced ADVANTAGE! Scheme to build their capabilities to employ more senior workers and to re-employ them beyond age 62. The union will keep up these efforts.

Already, some MIWU unionised companies are in the progress of tapping on the enhanced ADVANTAGE! Scheme for job redesign programmes and training. The use of the funds for training will help towards raising the skills and value of senior workers. MIWU will also work closely with Singapore Workforce Development Agency on Workforce Skills Qualifications System for Precision Engineering to



*Union Bond... The MIWU delegation, led by President Tob Hock Poh, and its counterparts from the Japan Council of Metalworkers' Union.*

upgrade the skills of workers in the metal industries.

"Beyond promoting schemes to companies to build their capabilities for re-employment practices, MIWU will play a pro-active role in pre-retirement counselling and changing mindset of workers. It is important for MIWU to work with companies to change their mindsets and shape positive perceptions towards the employment of senior workers," said Mr Tan.

MIWU will continue to partner companies in stepping up the pace of wage restructuring by encouraging them to shift from a seniority-based wage system towards a competency-based and performance-based wage system. This will help to ensure cost competitiveness of senior workers and enhance their retention rate and re-employment opportunities.

### Raw Materials

Japan is greying at an unprecedented rate. Nineteen per

cent of its population is aged 65 and above. The rate will go up to almost 30 per cent in 2050. The declining working age population and low birth rate have given rise to grave concerns. If not properly addressed, these will adversely impact on the continued economic growth and living standards of the country. Hence, over the past 10 years, Japan has instituted major reforms including implementation of the revised law for Employment Stabilization for Older People (LESOP) in 2006. Its current retirement age of 63 will be raised to 65 by 2013.

The final report of Singapore's Tripartite Committee on Employability of Older Workers released in May 2007, puts the employment rate of population aged 60 to 64 in Japan in 2006 to be 52.6 per cent. The employment rate in the same age category in Singapore was 41.9 per cent. Singapore has similar problems as Japan and is tackling them multi-prong.

### Welding Works

MIWU's study trip covered two areas: The re-employment system at JFE Steel Corporation, where it has put in place a Senior Expert System, and Seiko Instruments Inc. where it has shifted away from a seniority-based wage system to one that pays workers based on their contributions viz a viz job functions, self-responsibility and direct job execution ability.

**"For MIWU, the need to do something for re-employment of older workers in the metal industry is quite urgent because the number of mature workers is not small and our workers are predominantly male, and breadwinners. With what we have learnt from our Japanese counterparts, we will be actively engaging management partners to deliberate on how we can apply in some of the companies here,"** said Jessie Yeo, Executive Secretary of MIWU. ■



## Case Study

### JFE Steel Corporation and Federation of JFE Steel Workers' Union (JFEU)

JFE Steel Corporation is a major integrated steel producer that imports raw materials such as iron ore and coal, and produces a complete range of high quality products to meet the diverse needs of customers not only in Japan, but also throughout the world, especially in the Asian region including China and South Korea.

The Federation of JFE Steel Workers' Union (JFEU) is an enterprise-based union and is an affiliated Union with Japan Council of Metalworkers' Unions (IMF-JC). JFE Steel Workers' Union (JFEU) has a membership strength of 20,640.

MIWU visited the JFEU to gain a better understanding on the way re-employment option in the revised LESOP law was implemented. JFE Steel Union shared the details on the re-employment practices in the company and the union's role in the implementation of the re-employment system.

The issue of current ageing workforce at JFE Corporation is a key area of concern to the management and the union. The median age of the workforce is 45. About 60 per cent of the workforce

is at least age 45. According to the management, the company forecasts that about 800 workers would retire at age 60 in 10 years' time.

The management is concerned over skills loss when the experienced retired workers leave the company. Also with rising life expectancy, the union's concern is for the senior workers to remain in the workforce longer to ensure their retirement adequacy. In views of these concerns, both the management and the union have stressed on the need and importance of raising the retirement age to 65 in tandem with the raising of the national pension age to 65 by year 2013 in Japan.

### Senior Expert System

JFE Steel Corporation started the Senior Expert System in 2004 when the revised LESOP law was legislated. Within two years, the company put in place re-employment system and policies to retain more senior workers, facilitate senior workers to work beyond age 62, and prepare workers for the changes ahead. The Senior Expert System aims to re-employ senior workers in the age group 60 to 65. In April 2006, the

Senior Expert System was officially implemented when the revised LESOP law was implemented. There are six job grades in the job structure in the company. The senior workers with age 60 or above are placed in at least Job Grade C due to their expertise. See chart below.

### Job Structure in Senior Expert System



Continued on Page 5

## Raise Employability of Older Workers & Effective Retirement Age



The Tripartite Committee on Employability of Older Workers was set up in March 2005 with two key objectives: To enhance the employability of older workers and help them stay employed longer so as to raise the effective retirement age beyond 62 years and to shape positive perceptions and mindsets of employers, employees and public towards their employment. NTUC supports this national initiative with its 3R strategy: Recruit workers aged 40 years and above, Retain workers aged 55 to 61 years and Re-employ workers aged 62 years and above.

# Changing Mindsets



A group discussion... All part of the learning process for these "students" in a recent SEG session.



By Jansen Yeo

There's a Chinese saying that goes, "活到老, 学到老 (Live till old, learn till old)". For older workers, a mindset change is necessary to help them understand and adapt to the constantly changing working environments. It is an arduous task for them to pick up new skills after leaving school so many years ago. Therefore, it is critical that they bring a positive attitude and willingness to learn for them to upgrade themselves and stay relevant to the labour market.

NTUC has been active in doing its part to help older workers. Together with various partners, it has implemented programmes like the Senior Employment Guidance Programme and the NTUC Surrogate Employer Programme to help older workers stay employed and employable.

### Senior Employment Guidance Programme

The two-day SEG programme aims to assist, promote and enable older workers to stay employed for as long as possible. It prepares older workers mentally to be adaptable as they age in the broader social and economic environments. It also helps

## Carry On Working

### SEG Worker Participant: Mr Abdullah Talib

MR ABDULLAH Talib, 60, Assistant Manager for property management at Downtown East, is more determined to continue working beyond the retirement age after attending the two-day SEG workshop. "I realise I don't have enough savings. I hope that this can be a learning lesson for those in their 40s. They must be financially secured at a younger age prior to retirement."

Mr Talib has been working for 40 years now and intends to work for at least another seven years or longer.

However, he is realistic: "I'll work for as long as I can contribute."

Mr Talib felt that the workshop will be beneficial for his cohort.

"It's a good opportunity to hear from one another about the positive and negative aspects of ageing. We can all learn from one another in this place."

He has this piece of advice for older workers: "Don't think the CPF money is enough. We have to continue working to lessen our financial burden due to increasing cost of medical fees. Staying healthy is therefore important to extending our age of retirement." ■



Mr Abdullah Talib (Seated Far Left), with his fellow coursemates at the SEG session.

the older workers explore the various employment options.

The programme helps older workers live, work and play by focusing on four key areas: Assessment and management of personal finances; understanding the ageing process; preparation and adaptation for re-employment; and social engagement.

To be eligible for this programme, workers must be a Singapore citizen or Permanent Resident aged above 50.

Since its launch in April this year, the programme has had three successful runs to help 71 older workers understand their strengths and skills to live a more fulfilling life.

Besides, the programme is modified for organisations to have a better idea of the needs, issues and concerns of older workers and more importantly, to recognise the importance of adopting age-friendly practices and be better equipped to facilitate the re-employment transition of older workers.

To date, a total of 107 participants from 32 organisations including Tien Wah Press Private Limited have benefitted from the half-day programme.

### NTUC Surrogate Employer Programme

The NTUC-SEP provides assistance to NTUC Members who are keen to upgrade their skills without the support of their employers. NTUC helps employed NTUC Members by giving training assistance through the Skills Development Fund. This subsidises up to 90 per cent of the course fee for those aged 40 and above, with GCE 'A' Levels education and below. All NTUC Members, who must be Singaporean citizens or PR and gainfully employed, are eligible for training awards from the NTUC Education and Training Fund.

Since its inception in 2001, more than 100,000 workers have benefitted from the programme. Among them, 1,752 workers attended training under the programme in the last five months. Ninety four of the learners are aged 55 and above. ■

## Understanding Them Better

### SEG Company Participant: Tien Wah Press Private Limited

**TIEN WAH** Press Private Limited is committed in its efforts to re-employ older workers. The company works in tandem with the Singapore Industrial and Services Employees' Union in redesigning job processes and using more sophisticated machinery to have a conducive working environment for older workers.

With a high retention rate of workers, Tien Wah Press views its older workers in high regards. Its Senior Human Resource Manager Mrs Poh-Low Aye Lan gushed about the value of older workers. She said: "We believe that older workers can continue to contribute to the company as well as the society. We hope that they can pass on their useful experience to the young ones and leave a legacy for the next generation and to society."

With 30 per cent of its staff aged 50 and above, the company certainly knows a thing or two about employing older workers.

After attending the half-day SEG programme recently, Mrs Poh-Low felt that the company would be better prepared to devise age-friendly practices for its older workforce and "unlock the potential for the senior workers within our organisation." She added: "The programme has deepened my knowledge of how seniors work. It has helped me understand the physiological and psychological aspects of seniors as well as insights into ways of creating opportunities for them." ■

“We believe that older workers can continue to contribute to the company as well as the society.”

Poh-Low Aye Lan



Redesigned job processes and more sophisticated machinery have made light work for the older workers at Tien Wah Press Private Limited.



Older workers have a wealth of experience to share.



“It’s for survival purposes: I want to make myself more employable.”

## Staying The Course

### SEP Participant: Madam Fong See Nui

**WHEN** asked how long she intends to work, Madam Fong See Nui, 62, answered breezily: "As long as the Bureau wants me." Madam Fong has been a Corporate Support Officer at the Central Narcotics Bureau for almost 20 years. She and her husband, Mr Leong Tak Him, 63, intend to continue to work to support their only daughter, Xing Ru, 17, through university.

Madam Fong is currently attending

the London Chamber of Commerce and Industry Advanced Book Keeping course, having completed the basic and intermediate levels. These courses were mostly funded under SEP. Madam Fong decided to take up the course to upgrade herself after realising how bad the economy was. She revealed her motivation for upgrading herself: "It's for survival purposes: I want to make myself more employable. The cost of

living has gone up, medical fees are increasing and my daughter is still very young."

Her current course runs for nine months, twice a week during weekday evenings. "It takes a lot of perseverance, hard work and sacrifice.

"I have slightly neglected my family because of my studies. However, my family has been very supportive of me and they all help out at home. My husband would take care of the housework and my daughter runs errands for me."

Her advice to older workers who are thinking about upgrading themselves: "If there's a will, there is always a way to do it."

# K2: Overcoming The Odds



The "K2 Expedition Send-Off", held on 18 June 2007, at Bobby's Taproom in Chijmes, was a party to celebrate the courage of the participants facing the challenges of a gruelling trek to the base of the second highest mountain in the world.

"We must face our own K2. We have to dig into our reserves to overcome challenges and obstacles," said Member of Parliament for Bishan-Toa Payoh GRC and Guest of Honour Josephine Teo.

The expedition team consists of 16 members from diverse occupational backgrounds, ranging from nursing to the Information Technology field.

Mr Rodney Chang, 47, a Senior Manager of MTU Asia Pte Ltd (Logistics Warehouse), described the team spirit: "There's a strong sense of comradeship and we look after each other in the team."

Madam Ong Siew Kim, 56, a medical technologist at NUH and one of the two oldest members of the team added: "We are working together as a team. It doesn't matter what kind of background we are from. We leave our occupations behind and work towards a common goal of reaching our destination."

The team left on 29 June 2007 and will return on 26 July 2007.

“After having trained for the last eight months together, it is now the **TEST! ONE for ALL, ALL for ONE!**”

**Ayaru Taramalingam**  
Expedition Leader



The K2 Team poses with NTUC President John De Payva, NTUC Club General Manager Jane Cheng, Sports & Wellness Watersports Committee Chairman Surash Mukundan and Sports & Wellness Adventure Trek Club Chairman Ang Wah Lai, after an overnight training camp.

(From left to right)  
(Seated): Rodney Chang, Ong Siew Kim, Roland Chung, John De Payva, Ayaru Taramalingam (Expedition Leader), Jane Cheng  
(Bending Forward): Cecilia Tan, Anthony Tham  
(Standing): Wilna Tan, Wee Jee Kin, Cheh Meow Lan, Liau Sai Wei, Sabariah Sulaiman, Ong Chui Lan, Surash Mukundan, Ang Wah Lai, Chandrasegaran Letchumanam, Lim Kwee Fang, Yusof Lateef  
Absent: Halim Komeng

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### Features Of The JFE Steel Senior Expert System

	Key Features	Supplementary Notes
<b>Employment Criteria</b>	<ul style="list-style-type: none"> <li>A senior worker aged 60 needs to express their willingness for re-employment.</li> <li>The job title of a senior worker before re-employment has to be at least an assistant line leader/supervisor. This refers to at least job grade C in the job structure.</li> <li>A senior worker is required to fulfil the 80% mark in the performance appraisal and 70% in the attendance records. A senior worker is also required to pass medical checks with good health conditions.</li> <li>The company will consider the contribution value of senior workers before offering re-employment.</li> </ul>	<ul style="list-style-type: none"> <li>Senior workers aged 60 and above are re-employed based on their willingness to continue working, good health condition and work abilities.</li> <li>The company will carry out a survey with senior workers at age 57 to assess their needs in re-employment. With the results of the survey, the company will discuss with the senior worker his re-employment and eventually confirm the job at least 3 months prior to his retirement.</li> </ul>
<b>Employment Period</b>	<ul style="list-style-type: none"> <li>The re-employment option is based on a yearly contract, with yearly renewal up to a total of 5 years of employment period.</li> </ul>	<ul style="list-style-type: none"> <li>With the revised law for Employment Stabilization for Older People (LESOP), the rise in retirement age will correlate to the increasing pension age over the years.</li> </ul>
<b>Remuneration (Pay Package)</b>	<ul style="list-style-type: none"> <li>A senior worker will receive 70% of their previous annual pay package.</li> <li>To encourage a senior worker to work till 65, the company offers an ex-gratia lump sum payment scheme to the re-employed senior workers. The ex-gratia lump sum is calculated based on 200,000 Yen per year of service up to 5 years. However, the senior worker has to obtain appraisal results of 80% to 120% before he is entitled the ex-gratia lump sum payment.</li> <li>The overtime rate pay is at 2 times for senior workers. This is higher than the normal overtime rate of 1.3.</li> </ul>	<ul style="list-style-type: none"> <li>Senior workers receive similar bonus as that of normal employees. The bonus payment is paid based on to company's performance.</li> </ul>

### Union's Role In Senior Expert System

IN 2004, two years before the revised LESOP law was implemented, JFE Steel Corporation started the Senior Expert System. The company conducts a survey for senior workers age 57 and above to find out if they wanted to be re-employed. If the senior worker is keen for re-employment, the company

proceeds for preparation to offer job re-employment to the senior worker.

The union plays an important role in conducting pre-retirement counselling to the senior worker. The union negotiates for salary and other terms and conditions for the senior worker. Also, the union reaches out to the senior workers by conducting communication

sessions and dialogue sessions.

By working closely with the union, the company was able to implement the Senior Expert System formally in 2006. The company and union will continue to facilitate re-employment opportunities for those senior workers who are willingly to work beyond retirement age. ■

*Florence Ng is Head of Industrial Relations at the Metal Industries Workers' Union. She was the Delegation Secretary on the union's study trip to Japan from 12 May to 15 May 2007.*

*The delegation was led by Toh Hock Poh, MIWU President. The other members were: MIWU General Secretary Tan Chai Kun, MIWU Vice-President Herbert Yeo, MIWU General Treasurer Loo Say Tuang, MIWU Principal IRO Kenneth Wu, Seiko Instruments Singapore Human Resource and Administration Manager Lee Chok Sin.*

#### NEXT WEEK Not Cast In Iron: Seiko Restructures Salary System

MIWU has partnered with Seiko Instruments Inc. on wage restructuring which focuses on a job-based and ability-based wage system. The Seiko wage model represents a good showcase for implementation of wage restructuring in other companies.

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# 断水断电不畏惧 莫哈末沙林乐观展望将来

他是美罗百货公司的好员工，九个孩子的爸爸，全家人的顶梁柱。  
如果你问他手头拮据怎么办？他坦然回答：“只要我不偷不抢，没什么好逃避的。”

“我想跟太太一起创业，先从小生意做起，慢慢地把生意发展起来。如果成功的话，这将是我的另一个满足感。”

— 莫哈末沙林



莫哈末沙林（40岁）月入1140元，膝下有九个孩子，老大17岁，老幺4岁；三个念中学，五个念小学，一个在幼儿园。然而，生活的担子并没有把他压倒，也从来没有唉声叹气。

“我很珍惜跟家人相处的时间。我们的工作分早上和下午两个班，一个星期工作六天，工作时间固定，因此，我能够享受天伦之乐。”一副满足的表情浮现脸上。

莫哈末沙林是美罗百货公司盛港分行的销售协调员，在那里工作不知不觉已经有五年的时光。他刚加入时，担任销售助理，后来由于工作表现卓越，获得上司的赏识，当上了现在的职位。

“以前，我只需要依照上司的指示办事，现在除了为顾客服务外，也负责采购和督导下属。”

2006年莫哈末沙林由于工作勤奋优越，获得优良服务奖（EXSA Silver Award）。公司为了表示对他的谢意，赠送50元作为奖励金。虽然获奖，莫哈末沙林一点也不自大。

“客户服务是我喜欢的工作。当顾客对产品不了解的时候，我很乐意向他们讲解产品的功能和用法。如果有必要的话，我也会做示范，直到顾客明白为止。”

“这么说你们必须充分了解产品也要有耐性了？”

“是的。不过，掌握顾客服务技巧也很重要。所以我先后上过‘顾客服务课程’和‘必备技能课程’。”

当问及工作的难处时，他说：“当顾客到店里来投诉产品时，我会先了解问题出在哪里，然后向顾客解释发生问题的原因。但偶尔还是会遇见一些不讲理的顾客，他们没有耐心听解释，还当场发脾气。碰到这种情况，我只好向上司请教，然后决定接下来的步骤。”

## 账单压顶，幸好家人支持，同事帮忙

莫哈末沙林虽是美罗百货公司的好员工，但一家十口的担子却非常沉重，以致有几次无法付清水电费，使得全家人尝到断水断电的苦味。

“我又能怎么样呢？除了量入为出，我必须列出付款的优先秩序，紧迫的就

先付，稍不急的就后付。举个例子，孩子上学必须搭车、吃饭，我就给他们填补易通卡。要是碰到孩子生病，钱不够用，我便向母亲开口。至于水电费，实在没办法还的时候，我就去找国会议员请求提供现金卡，以便扣除款水电费。”

“其实，除了水电费，我也拖欠杂费。我相信，市镇理事会早晚会发律师信给我。到时假如我真的没有法子，也只好听天由命了。只要我不偷不抢，没什么好逃避的。”

幸好，莫哈末沙林有一位体谅他的妻子在家里制作点糕点，赚取一点收入帮补家用；上司也帮助他支付一年的会费，以便劳商职联分发职总“开学了”购物券、“家庭休闲”券以及每月200元的子女上学零用钱。对此，他表示磨齿难忘！

## 重视健康，展望未来

采访过程中，一直脸带笑容，亲切友好的莫哈末沙林除了热爱自己的事业，也是运动爱好者。

“我喜欢足球，每个星期一定要找朋友练一练，好让自己出汗；出汗的感觉真好。在吃的方面，我一点也不讲究，就算是清淡的食物，我也吃得津津有味。最重要的是，保持心情开朗，做个开心的人。只有这样，我才可以过得健康。”

说到这里，他顿了顿，然后似有所感地补充道：“家庭和工作对我都很重要。我必须健康才能兼得。健康是我的财富！”

“那么，您对将来有什么计划和打算？”

他表示，最希望见到孩子学业有成，考到好成绩。只要他们把书念好，就算是再多的辛苦他也不会在乎。

莫哈末沙林也有一个计划：希望在不久的将来，创业当老板。

“我在很久以前就有这个计划，但碍于资金不足，只好暂时搁下。但我没有因此而放弃理想，等到钱存够了，我想跟太太一起创业，先从小生意做起，慢慢地把生意发展起来。如果成功的话，这将是我的另一个满足感。”■

# 为工人制定 全球标准

5月30日到6月15日,约3000多名来自世界各地的政府、工友和雇主代表聚集在瑞士日内瓦举行常年国际劳工组织会议。我国的代表团由人力部长黄永宏、职总会长德培华、职总秘书长林瑞生及新加坡全国雇主联合会主席李庆言率领。

国际劳工组织总干事索马维亚(Juan Somavia)在会上提呈一份名为《体面劳动的可持续发展》报告书,探讨如何有效地通过平衡的方法,推行可持续发展计划。

## 分享新加坡经验

黄永宏和德培华在发表演说时与在场人士分享新加坡劳资政三方携手合作应对工作歧视的经验。他们强调,单靠立法是无法彻底解决劳动歧视。因此,新加坡政府在去年成立了“劳资政公平雇佣行为联盟”,专职处理工作场所的歧视问题,并力图改变国人的心态。

## 建立巩固关系

林瑞生、德培华和职总国际事务署署长杨启龙也借这个机会与中华全国总工会、日本工会联合会和越南劳工联盟的领导人沟通会谈,以便建立友好关系。

职总代表团的一些成员也参加了由智利主持的“劳动课题国际合作及社会对话”讨论会。参加讨论的职总成员有职总副秘书长哈莉玛、石油业工友联合会秘书长兼职总中央委员会成员卡迪卡炎、日薪公共雇员联合会副秘书长杨全平、新加坡劳商联合会副秘书长刘瑞芳。这项讨论会是以四个已签署劳动合作协议谅解备忘录的国家名义主办。这四个国家是新西兰、智利、文莱和新加坡。

四国代表在讨论会结束后做出总结。他们认为,新加坡的培训制度有很多值得其他国家学习的地方。同时,他们也建议深入研究这四个国家在提高工作能力和推广技能培训计划方面所采取的方法,尤其是在协助低薪工友方面,更值得各国互相借鉴。四国代表也认为,各国政府应赞助劳资政研究团到别国去进行研究和考察。

与此同时,国际劳工组织理事会副理事哈莉玛参加了针对拒绝接受缅甸政府委派的工人代表参加工人组的讨论会。工人组三年来不允许缅甸政府委派的工人代表参加会议,原因是缅甸政府委派的代表团不能真正代表缅甸工人。■



# 听资深工会领袖讲述经历

“我不是一夜之间就成为工会的领导人。我所学到的一切都是从生活中学来的。若你已尽能力为工会会员服务,你就会有跟我同样的满足感。”

— 职总副会长陈顺龙

职总副秘书长王志豪说,我国工运之所以强大是因为多年来我们团结一致,努力拼搏,实现既定的目标。

王志豪是在2007年6月1日出席一项学习之旅活动时发表演讲。这项为期两天的活动由王鼎昌劳工研究院主办。当天,50位来自8个分会的代表云集义顺胡姬乡村俱乐部参加活动。这些分会是新加坡星展银行职员联合会、埃克森美孚新加坡雇员联合会、义安理工学院学术人员联合会、新加坡银行雇员联合会、新加坡保险业雇员联合会、新科电子职员联合会、电力与煤气业雇员联合会,以及电子与电器业工友联合会。

王志豪说:“分会会员积极加工运活动,竭力为员工服务,使大家受到很大的鼓舞。今天,大家来到这个地方一起学习,互相交流,让每一个人都获益匪浅。”

“我们不能一直认为所有的事情都是理所当然的。在这个过程中,必定会出现很多的变化。眼前还有很多的挑战等着我们去克服。我希望你们在完成活动后,都能够明白工运的要点。”

## 领导人不是一天造就的

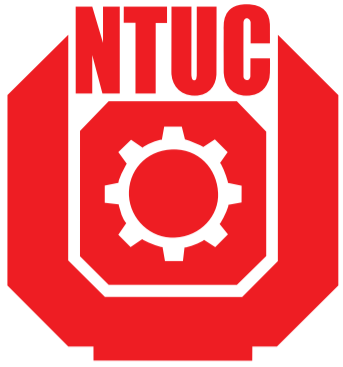
职总副会长陈顺龙自80年代就已积极参加工运活动。他在短短的10分钟里与在场人士讲述工运的角色。

陈顺龙说:“工运是产生变化的诱因。工会领袖时时刻刻都在参与政府的决策工作,协助工友赚取更高的收入和改善生活。我对于能够成为工运的一分子感到骄傲。这也是我继续担任工会领袖的原因。”

陈顺龙告诉大家,他的第一个难忘工运经验是必须面对1000名被公司裁掉的员工。员工们当时的心情都很低落。他向员工作出保证,好的日子必定会来到。即使到今天,他还是向员工作出同样的承诺。这股热忱推动他积极为工运努力。

他对所有新上任的工会领袖说:“我不是一夜之间就成为工会的领导人。我所学到的一切都是从生活中学来的。若你已尽能力为工会会员服务,你就会有跟我同样的满足感。”





# 职总周报

2007年7月6日

售价40¢

网址 <http://www.ntuc.org.sg>

MICA (P)129/12/2006

## 借鉴日本钢铁业的再雇用计划



金属业工联秘书长陈再坤(前排左一)表示将参考日本模式改进再雇用计划。

金属业工友联合会与精工精密公司刚从日本完成考察归国。金属业工联表示,该会有信心,我国可借鉴日本实施的再雇用计划,以解决我国劳动队伍老龄化的问题。

金属业工联秘书长陈再坤说:“为了能够在未来两年内再雇用更多退休员工,本会将与公司管理层紧密合作,制定一套再雇用计划和政策。我们会参考日本的模式,改进我们的再雇用计划。”

“本会的长远计划是延长退休年龄或者与那些有工会的公司合作,废除退休年龄制度。”

金属业工联一向鼓励公司申请实施“优势计划”,利用政府的拨款,聘用更多年长工友,包括那些到达62岁退休年龄的员工。

至今,一些有工会组织的公司已经成功申请到“优势计划”的拨款,推行重新设计工作和培训课程。此外,金属业工联也将与劳发局携手合作,为精密工程业制定一套技能资格鉴定系统,鼓励在金属业工作的员工提升技能。

陈再坤表示:“除了向公司介绍再雇用计划,本会也将在退休前辅导和改变员工心态两方面做出努力。我们也希望纠正雇主对聘请年长员工的观念。”

此外,金属业工联也将继续与雇主合作,加快推行工资改革,废弃论资排辈的做法,改为执行论功行赏的工资制度。这

将有助于确保年长员工保持竞争力,以及提高挽留率和再受雇的机会。

### 向日本学习

日本的人口老化空前严重。当地有19%的人口年龄已超过65岁。到了2050年,这个数目相信会上涨到30%。劳动力减少和生育率下降是日本人所关注的问题。这些问题若不解决将影响国家的经济增长和生活水准。为此,日本政府已在过去十年推出多项大改革计划,包括在2006年修订“稳定年长工友就业法令”,以及在2013年之前把目前的63岁退休年龄延长到65岁等。

在2007年5月发表的提高年长工人受雇能力劳资政委员会报告书中指出,在

2006年,年龄介于60到64岁的日本年长员工就业率是52.6%,而我国的同年长工友就业率是41.9%。这说明,我国比起日本还有改进的空间。

金属业工联执行秘书杨凤清指出:“我国金属业的年长员工不少,而且以男性为主,他们大多是全家的经济支柱,因此,我们工会迫切需要想办法让这批年长员工继续工作。就我们从日本的考察所得,我们将尽快与公司管理层讨论如何将日本的经验应用在当地公司。”

这次金属业工联的日本考察之旅考察了杰富意钢铁株式会社如何实施雇用资深工友计划,以及精工精密公司如何废弃论资排辈的工资制度,改为执行论功行赏的工资制度。■

### 个案学习

#### 杰富意钢铁株式会社 和杰富意钢铁工友联合会

杰富意钢铁株式会社是一家大型的综合钢铁生产公司,他们进口铁矿和燃煤,用以生产各类高品质的钢材,迎合国际市场的多元需求。其产品除了在日本销售,还出口至全球各地,特别是中国和韩国等亚洲国家。

杰富意钢铁工友联合会是一家在企业内成立的工会,隶属于全日本金属产业劳动组合协会(IMF-JC),会员共有2万640人。

我国金属业工友联合会的代表们拜会了杰富意钢铁工友联合会,并向它们了解再雇用计划如何受到“稳定年长工友就业法令”修订案(LESOP)的影响。

杰富意钢铁工友联合会向金属业工联详细介绍杰富意钢铁株式会社实施再雇用计划的情况,以及该工会在再雇用计划执行过程中所扮演的角色。

杰富意钢铁株式会社的领导层和工会,都密切关注劳动力老龄化的问题。该钢铁厂的员工,年龄中数是45岁,其中大约有六成的工友年龄在45岁或以上。据该厂的预测,大约800名工友将在10年内达到60岁的退休年龄。

随着有经验的年长工友的退休,钢铁厂领导层关注工友掌握的技能也将跟着员工退休而流失的现象。另一方面,随着人均寿命的提高,工会又觉得年长者应该继续工作,以确保退休时有足够的金钱养活自己。有鉴于此,领导层和工会达成共识,认为有必要把工友的退休年龄提高到65岁,以配合日本在2013年将领取养老金的年龄提高到65岁的政策。

### 雇用资深工友计划

当稳定年长工友就业法令(LESOP)于2004年修订之后,杰富意钢铁株式会社便跟着实施雇用资深工友计划,以响应政府再雇用60至65岁年长工友的劳工政策。计划实施后的两年内,他们挽留了更多年长工友,也带动许多62岁的退休工友继续工作,并设法提高他们的应变能力。

目前,杰富意钢铁株式会社把工作岗位分成六个等级。其中,60岁及以上的年长工友被列入C级以上。这与年长者的经验和技能纯熟度相关。

### 雇用资深工友计划的职位结构

