

"thisweek

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CLEARING THE WAY

The road to making positive changes to the lives and careers of cleaners is now looking bigger, brighter and better with the Progressive Wage Model.

Road Cleared For Progress

Over 26,000 resident cleaners in licensed cleaning businesses are now being paid wages according to the Progressive Wage Model.

By **Naseema Banu Maideen**



NTUC Secretary-General Lim Swee Say (in white) chats with a worker who operates the All-Terrain-Litter-Vacuum (ALTV).

From 1 September 2014, resident (Singaporean and Permanent Resident) cleaners from licensed companies that are deployed under new cleaning contracts entered into on or after 1 April 2014 will get wages that are according to the Progressive Wage Model (PWM).

This milestone is of much significance and encouragement to the Labour Movement, as they have been championing the cause from day one.

NTUC Secretary-General (SG) Lim Swee Say recollected that this journey to uplift the lives of cleaners started with the Skills Redevelopment Programme (SRP), which evolved into the Job Re-creation Programme (JRP), before setting foot into the Best Sourcing Initiative (BSI), and gradually into the Progressive Wage Model (PWM).

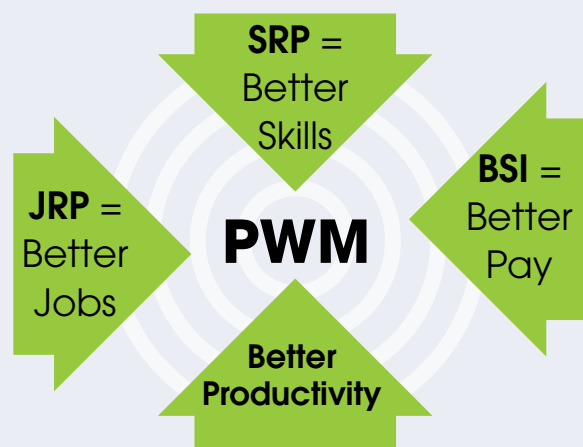
LICENSED COMPANIES

Thus far, over 26,000 resident cleaners in licensed cleaning businesses are being paid wages according to the PWM. By 1 September 2015, licensed companies will have to pay

“Over the last few years, we have learnt a lot from the introduction of the licensing of the PWM in the cleaning sector. We are starting with cleaning but will not stop with cleaning. Our next targets are sectors that depend mainly on outsourcing – the security and landscaping. The one key lesson we have gained is that we can only succeed with the four ladders of productivity, skills, wages and career if we have the full commitment and participation of the tripartite partners.”

NTUC Secretary-General Lim Swee Say

The Journey To Better Lives



Note: **SRP** (Skills Redevelopment Programme)
JRP (Job Re-creation Programme)
BSI (Best Sourcing Initiative)
PWM (Progressive Wage Model)

The Progressive Wage Model Will Uplift



26,000
resident
cleaners in 2014

38,000
resident cleaners
by 2015

progressive wages to all their resident cleaners, including those under existing cleaning contracts.

Since the licensing regime for cleaning businesses came into effect on 1 April 2014, some 1,001 cleaning businesses, with a total workforce of 52,000 cleaners (including 38,000 resident cleaners), have been licensed by the National Environment Agency (NEA).

SG Lim, NTUC Assistant Secretary-General (ASG) Zainal Sapari, industry partners and several union leaders went on a learning journey on 1 September 2014, where three cleaning companies – Weishen Industrial Services, Veolia Environmental Services and LS 2 Services – showcased their productivity initiatives that have resulted in better jobs, better skills and better wages for their cleaners.

JUST THE BEGINNING

Speaking at a media briefing after the session, SG Lim said that this licensing regime is just the beginning.

“This is a big step forward but only the first step forward. This is like building roads. To get everyone on track, the road must be well constructed. A road has many layers before it can be paved well. SRP, JRP,



NTUC President Diana Chia engaging a worker on operating a single-disc scrubber.

BSI and the PWM are all our layers. So for us, the road is now finally in place. But the journey has just begun,” he said.

He added that cleaners too, like other workers, aspire for career progression, and that starting from 1 September this year, NTUC hopes that cleaners will not be looked upon as cheap labour but as valuable human resources, and that companies will invest in their career development and upgrading.

“For a long time, in the cleaning industry, the cleaners have been looked upon as cheap labour. Today, with the licensing, we hope this will change,” he added.



Machines have made cleaners' jobs Easier, Smarter and Safer now.

ANOTHER NEW EFFORT

In addition to these efforts, the Labour Movement hopes to further professionalise the industry with the development of a new IT system. Keeping in mind that many of the cleaning contractors are SMEs who may not have proper HR systems in place to manage their cleaners, NTUC is now engaging the IT industry to come up with a platform to help them manage their human resources better.

Said SG Lim: “We hope that with this system in place, SMEs will be able to manage the progress of each worker in terms of skills, wages, productivity and job progression better.

“More importantly, this system will enable the SMEs to understand better the profiles of their workers and figure out what they can do to move ahead in the industry.”

ASG Zainal shared that initial discussions with the Infocomm Development Authority of Singapore (IDA) has been positive and more details will be released in later months.

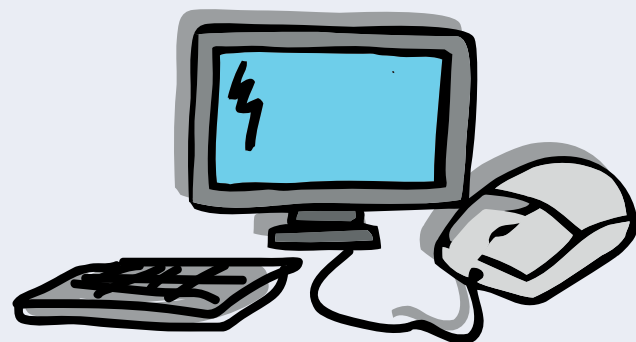


Before Licensing
Cleaners = Cheap Labour



With Licensing
Cleaners = Valuable Human Resources

New IT System To Track Cleaners' Skills, Wages, Productivity And Job Progression

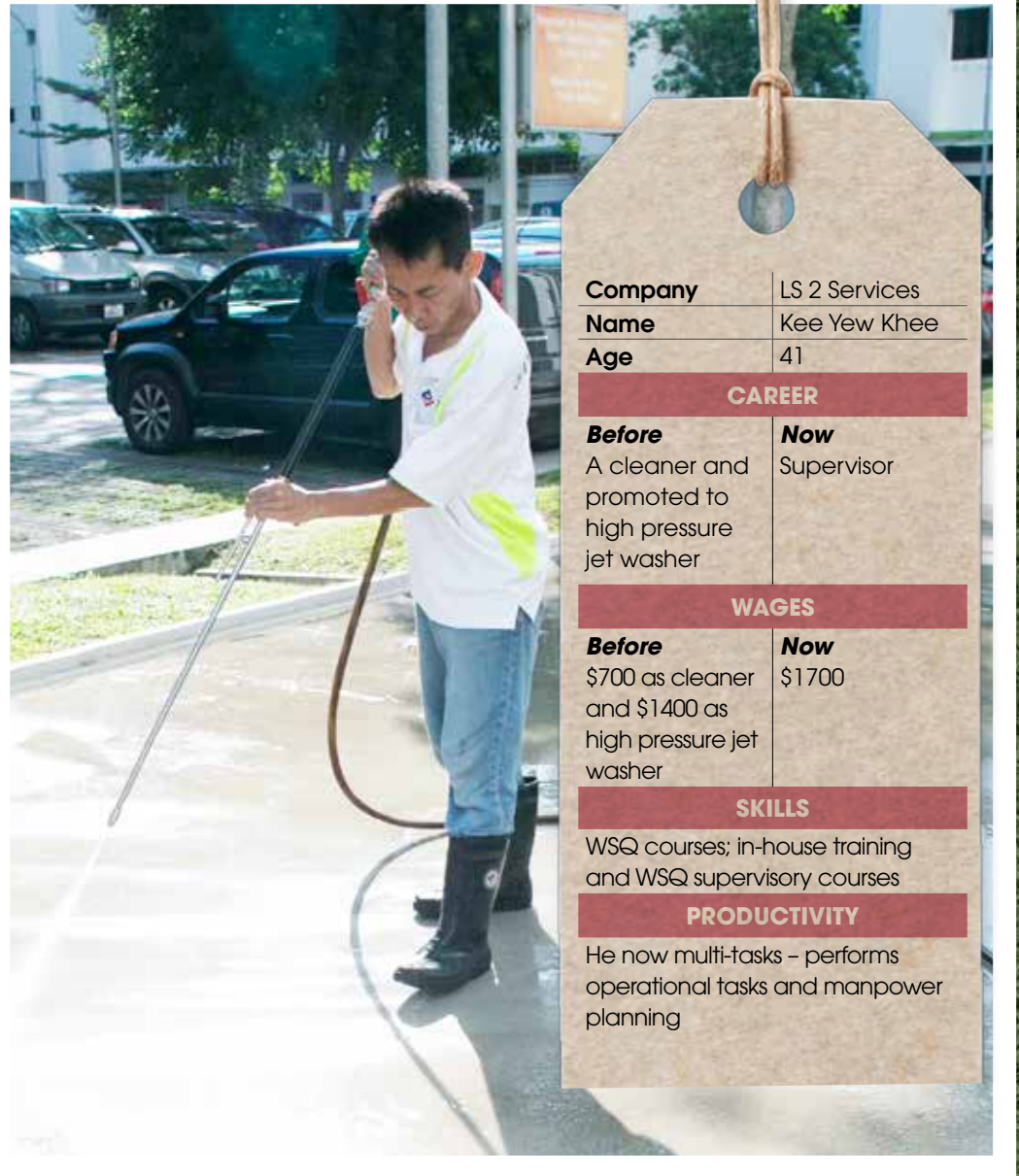


Better Lives...

Three workers from three cleaning companies share on how the Progressive Wage Model has shaped their lives for the better.

By **Naseema Banu Maideen**

Workers in the cleaning industry too have the same dreams and hopes like other workers. Tripartite efforts through the Progressive Wage Model (PWM) have helped them to realise these – through better productivity, skills, wages and career. Here's a glimpse of how their lives have evolved with the PWM.



Company	LS 2 Services	
Name	Kee Yew Khee	
Age	41	
CAREER		
Before	A cleaner and promoted to high pressure jet washer	Now Supervisor
WAGES		
Before	\$700 as cleaner and \$1400 as high pressure jet washer	Now \$1700
SKILLS		
WSQ courses; in-house training and WSQ supervisory courses		
PRODUCTIVITY		
He now multi-tasks – performs operational tasks and manpower planning		



Company	Veolia Environmental Services	
Name	Lee Kim Siang	
Age	53	
CAREER		
Before	General Cleaner	Now ATLV (All-Terrain-Litter-Vacuum) operator
WAGES		
Before	\$850	Now \$1400
SKILLS		
WSQ courses; Safety courses		
PRODUCTIVITY		
Work has become Easier, Smarter and Safer		



Company	Weishen Industrial Services	
Name	Anuar Abdul Rahman	
Age	41	
CAREER		
Before	General Cleaner	Now Floater who can operate machines
WAGES		
Before	\$950 to \$1000	Now \$1400
SKILLS		
WSQ courses; in-house training on operating machines		
PRODUCTIVITY		
Able to complete tasks in shorter time with lesser workers		

Snapshots

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

By **NTUC This Week Team**



Making A Difference

Contributed by **Singapore Industrial and Services Employees Union**

On 16 August 2014, some 20 volunteers from the Singapore Industrial and Services Employees' Union (SISEU) led an excursion to the River Safari for 45 beneficiaries from the Movement for the Intellectually Disabled of Singapore (MINDS).

The beneficiaries had the chance to discover nature in a less conventional way. They were treated to a tour of the River Safari, stopping at crowd pleasers like the manatees in the freshwater aquarium,

squirrel monkeys forest encounter and the giant pandas exhibit showcasing Jia Jia and Kai Kai. Each beneficiary also received a goodie bag at the end of the event.

Through initiatives like this, SISEU is taking small steps to work towards making a difference to the community, building bridges to foster greater inclusion and togetherness. This event was supported by the NTU Welfare Service Club (WSC), and co-funded by the NTUC's U Care Caring • Sharing • Reaching out (U Care CSR) initiative from NTUC U-Care Fund.



Getting Property Savvy

SLF Strategic Advisers Private Limited (SSA), the fund management subsidiary of the Singapore Labour Foundation, has been conducting investment seminars for union members as part of its investor education efforts for the Labour Movement.

On 8 August 2014, the 'Property Investment Seminar for Unions' saw some 85 participants from various unions turning up to hear from three subject-matter experts speak on topics such as local property prices and investment opportunities. The session proved to be a golden opportunity for participants to ask burning questions on the trends of the current property market as well as purchasing and leasing properties.



A Lasting Impression

NTUC Membership Department together with NTUC U Associate partner Singapore Institute of Management (SIM) jointly organised a learning event on 20 August 2014. Conducted

by Mr Eric Feng, the renowned public speaking coach presented useful tips to some 200 attendees at the NTUC Centre Auditorium. Through his interactive talk and activities, participants gained effective techniques on how to deliver a clear, captivating and compelling presentation.

IN FIGURES

NDOC 2014 Facebook Contest
This contest was run from 18 July to 28 August 2014 in conjunction with National Day and focused on our workers and their contributions to nation building.

Total number of Shares
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Total number of Likes
1,710

Total Reach:
121,272

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Heading Upwards

We catch up with Jotun (Singapore) Pte Ltd, one of a number of companies that have embraced the Progressive Wage Model (PWM).

By **Nicholas Lee**

The spotlight shone on Jotun (Singapore) Pte Ltd at the OPEC Cluster PWM Seminar on 31 July 2014 because of their efforts to implement the PWM within their operations.

The company, which deals with Decorative Paints and Performance Coatings, has 195 employees in Singapore. About

50% of their employees, both rank-and-file and PME (Professionals, Managers and Executives) have benefitted from the company's PWM efforts.

Jotun's Human Resource Manager Johnny Wong said the company has always been looking at skills and competency, salaries and career mapping for its employees, which are similar to the Labour Movement's PWM.

For a start, the PWM framework has been put in place for Jotun's Coating Advisors. It will roll out the PWM framework for all other employees at a later date.



A coating advisor demonstrating a coating operation.

Photo: Jotun (Singapore) Pte Ltd.

He joined the company in 2006 as a Trainee Coating Advisor and has progressed through the rungs to be a Technical Service Manager. The career mapping and training have allowed him to receive a wage increase of almost four times. His job scope has also changed.

"I had to be part of the team to inspect the coating at the shipyard when I joined then. But now I am in charge of 40 workers who do what I used to do last time.

"It is good that the company has a career mapping framework which allows my colleagues and I to progress. More importantly, it gives us room to grow in knowledge and skill as well," said Mr Arul.

Mr Wong shared that moving forward, the company will make salary adjustments and look towards improving its training to ensure greater progression for its employees.



Technical Service Manager Arul Maniam is reaping the benefits from Jotun's career mapping framework.

DEVELOPING SKILLS

The Jotun Coating Advisor is a role that observes, measures and makes recommendations to direct customers on correct methods of mixing and using Jotun's products. A standardised global training programme called 'Team No. 1' is offered to all Coating Advisors and other employees who wish to take the training course to develop their skills.

"We have developed career mapping and we've also done job grading (which helps look at the salary portion), so that we can make sure that everybody is paid competitively and fairly," said Mr Wong.

UPGRADING LIVES

The career mapping and job grading is part of the PWM framework for its employees. One employee who has benefitted from the career mapping is 38-year-old Mr Arul Maniam.

NTUC THIS WEEK

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ANDROID

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The new USE Customer Service Centre is able to handle almost double the number of security officers at a time, thus reducing waiting time.

Serving Security Officers

The Union of Security Employees (USE) officially opens its new Customer Service Centre at Waterloo Centre on 26 August 2014.

By **Naseema Banu Maideen**

Security officers now have a new Customer Service Centre (CSC) to serve them at Waterloo Centre.

The new centre with added amenities and conveniences replaces the previous card counter located at level three of the same building.

It will continue to serve as a one-stop centre for Private Security Identification (ID) Card briefing, application and collection.

NTUC Assistant Secretary-General Zainal Sapari officiated the launch at the NTUC Building and Facility Management Services Cluster National Day Observance Ceremony 2014.

BETTER SERVICE

USE usually serves over a 100 security officers each day on card queries. The new USE CSC is able to handle almost double the number of security officers at a time, thus reducing waiting time.

A Queue Management System has also been implemented to ensure smooth and efficient handling of applications. In addition, an SMS information system will alert security officers of their card status, so they can go elsewhere while their cards are being processed.

There are also amenities such as a television and self-help kiosk for their use.

Said USE President Hareenderpal Singh: "We hope it will be a second home for our officers to seek advice with comfort and ease. At the same time, we also hope management partners will find this new centre an added platform to build our labour management relations."

Security Sector: PWM Update

At the NTUC Building and Facility Management Services Cluster National Day Observance Ceremony 2014 held on 26 August 2014, NTUC Assistant Secretary-General (ASG) Zainal Sapari shared the progress of the licensing of the Progressive Wage Model (PWM) in the security sector.

CHALLENGES AND CONCERNS

He said that on 22 July 2014, a dialogue session was conducted with approximately 200 representatives from more than 100 security agencies. The Security Tripartite Cluster (STC) members, Government agencies and union representatives were present to better understand the challenges and concerns on the ground.

Feedback from the security agencies were consolidated and taken into consideration during subsequent STC meetings.

When the tripartite-agreed PWM is ready, the Government will incorporate it as a requirement in the existing licensing framework for all security companies, thus making it mandatory. ASG Zainal also shared that the STC is working through the details and aims to finalise the recommendations by October 2014.



Learning Journey: Australia

A Singapore team heads to Australia to learn how they can better formulate a Progressive Wage Model (PWM) for the security sector here.

By **Nicholas Lee**

Close to 40 security sector tripartite partners, including representatives from security agencies, the Ministry of Home Affairs and the Workforce Development Agency (WDA), went on a learning journey to Melbourne, Australia from 13 to 16 August 2014, led by the Union of Security Employees (USE).

The delegates were met by representatives from the Australian Council of Trade Unions (ACTU), United Voice (the union representing the security sector), MSS Security, Australian Chamber of Commerce & Industry (ACCI), Fair Work Commission, Department of Employment and the Fair Work Ombudsman.

Learning point: The Australian Awards System has opportunities for employees to progress up the wage ladder, skills ladder, and career ladder.

In Australia, the Security Services Industry Award allows for each security officer to progress up the career ladder from a Security Officer Level 1 to Security Officer Level 5, with each level having an increase in the minimum wage, while allowing employees to gain new skills with each progression.



The Australian Wage System has allowed security officers to progress up in their careers.

AWARDS AND AGREEMENTS

Awards set out the minimum wages and conditions an employee is entitled to. There are a total of 122 awards which cover most people working in Australia, of which the Security Services Industry Award covers the security officers in Australia.

In the award, every employee is classified according to his or her job classification and job scope from Security Officer Level 1 to Level 5; with each level having more demanding roles than the previous level.

These awards do not apply when a business is unionised

and has a registered agreement (equivalent to Singapore's Collective Agreement) and the employee is covered by it.

While an award covers a whole industry, agreements are made at an enterprise level. These agreements must provide for employees to be better off in terms of the overall package as compared to the relevant award, before the agreement can be approved by the Fair Work Commission.

MINIMUM WAGE

Australia sets a National Minimum Wage which is reviewed annually and any increase is applied from 1 July of every year. The National Minimum Wage is provided for employees who are not under any award or agreement, which equates to about 1.1% of the workforce.

Every sector also sets its own Minimum Wage for its workers. For the security sector, employers are supposed to pay full-time employees minimum weekly wages of \$720.10 for a Security Officer Level 1 to \$790.60 for a Security Officer Level 5, excluding overtime and any additional allowances.

KEY OUTCOMES

"Hearing their perspectives on Australia's sectoral wage awards, which bears strong similarity to our intended PWM, was useful for us," said USE Executive Secretary Steve Tan.

He added that "getting tripartite parties to agree to the wage model with the prerequisite ladders is important, as everyone's support is necessary to kick things off and raise wages in the industry."

Moving forward, he added that USE will pull insights from the learning journey to share on platforms such as the Security Tripartite Council meetings, union-management dialogues and Branch Official sharing sessions.

With over 12 Memorandum of Understandings signed with unionised security agencies to secure their commitment to PWM to date, what needs to be done next, as Mr Tan said, will be to "bring in buyers of security services to have them embrace the virtues of the PWM and do away with cheap-sourcing once and for all."



In Australia, the Security Services Industry Award allows for each security officer to progress up the career ladder from a Security Officer Level 1 to Security Officer Level 5.

International Unionists Meet

An eight-member delegation from NTUC joins more than 1500 trade unionists from 161 countries at the 3rd International Trade Union Confederation (ITUC) World Congress in Berlin earlier this year.

By **NTUC International Affairs Department**

The world's working people are represented by the International Trade Union Confederation (ITUC).



NTUC was represented by an eight-member delegation led by President Emeritus John De Payva and included NTUC Vice-President Edwin Lye, Central Committee Member Mary Liew and various other unionists.

Over the course of the week, unionists engaged in wide-ranging discussions covering topics such as organising campaigns, global supply chain, mobilising global support for countries facing severe workers' rights violations, migrant workers, domestic workers, and social safety nets, among others.

TOPICS DISCUSSED

Some of the topics brought up by NTUC's union leaders included enhancing workers' employability and employment opportunities through the Devan Nair Institute for Employment and Employability, raising low-wage workers' income through the Progressive Wage Model, the 3-Flow (Flow-in, Flow-up,

Flow-on) Leadership Framework, initiatives through our 4Ps (Protection, Progression, Placement, Privileges) approach and the role of our social enterprises in the lives of Singaporeans.

“The sharing of unionists from different parts of the world on their challenges faced and best practices has widened my horizon and helped me reflect on our own Labour Movement's journey in Singapore.”

NTUC Central Committee Member and Singapore Maritime Officers' Union General Secretary Mary Liew

NTUC AT ILC

NTUC Secretary-General (SG) Lim Swee Say led a delegation of nine members to attend the recent 103rd session of the International Labour Conference (ILC).

Members of the NTUC delegation took part in different aspects of the nearly three week-long conference where tripartite participants from the 185 members states touched on issues such as unemployment, under-employment, advocacy on fair wages and employment protection.

“The labour standards and issues debated among the tripartite partners at the International level are definitely an eye-opener for me. To be able to reach a consensus amidst conflicting national interest and agenda is definitely not easy.”

NTUC Central Committee Member and Port Officers' Union President Benjamin Tang



International Appointments from the NTUC

- **NTUC President Emeritus John De Payva**
 - Re-elected as one of the ITUC Vice-Presidents
 - Titular Member of ITUC Executive Bureau
 - Member of ITUC General Council for the new term of 2014 – 2018
- **NTUC Central Committee Member Mary Liew**
 - Elected as Deputy Member of the Workers' Group of the International Labour Organization (ILO) Governing Body



The Tripartite Delegation at the International Labour Conference, led by NTUC Secretary-General Lim Swee Say (back row, second from right).



Improving Workflow

A top attraction on Sentosa Island gets a productivity boost with the Inclusive Growth Programme.



Nur Hidayu showing the faded (top) old wristband and the new printed version.

By Florina Oo

There used to be a long queue during peak periods, often overwhelming the ticketing staff at the MegaZip Adventure Park located at the top of Imbiah Hill in Sentosa.

Nur Hidayu, Head of Ticketing at MegaZip, shared that it was a laborious task and could result in miscalculations because the staff had to manually tally the wristbands to the sales receipts.

To ensure tourists and Singaporeans enjoy a seamless experience, the organisation decided to tap on NTUC's e2i (Employment and Employability Institute) Inclusive Growth Programme (IGP) in 2013.

Since then, the organisation has seen workflow improvements and better productivity. Workers have also received at least 10% increment in wages.

Before IGP	After IGP
<ul style="list-style-type: none"> ⇒ Manual management of pre-assigned wristbands to match sales receipt. ⇒ Tedious and time-consuming to manage the wristbands. ⇒ Prone to fee miscalculations. 	<ul style="list-style-type: none"> ✓ A state-of-the-art wristband printer identifies activities customers entitled to. ✓ The Point-of-Sales (POS) system streamlined and seen productivity go up by 33%. ✓ The POS system tracks visitors and wristbands numbers. ✓ Faster clearance of queue, less miscalculations.
<ul style="list-style-type: none"> ⇒ Disruption of sales system as hilltop attraction vulnerable to lightning strikes. ⇒ Interrupts essential process and workflow in organisation. 	<ul style="list-style-type: none"> ✓ After network upgrading, sales system enhanced and resilient against lightning strikes.

Who's Your Hero?

Inspired by a mature worker? Here's your chance to show and share it.

The Labour Movement is honouring mature workers for their invaluable contributions through the 'Appreciating U – Our Mature Workers' photo contest.

MEET GRANDPA ANTHONY

Name: Anthony Joseph

Age: 75

Workplace: National University Hospital (NUH)

Designation: Supervisor @ NUH Pharmacy

Submitted by: Louis Zhang



I call Anthony, Grandpa. Despite the age of 75, he is still as strong as a young man. His hard work and dedication to serving patients/customers are some of the qualities that are so inspiring about him. He is my hero - Louis Zhang.

4 Simple Steps To Honour Them

- 1 Get the consent of the mature worker you wish to nominate and snap a photo of him/her at work and think of a caption of why he/she inspires you or why you nominated the mature worker.
- 2 Note down the mature worker's name and contest details.
- 3 Go to www.appreciateu.com.sg and click on "submit your photo" to start the submission process.
- 4 Once the submission is done, you will be able to see your photo and caption. Get all your friends, colleagues and relatives to like your photo via Facebook.

Prizes include: The 2 Most Voted Photos Weekly win \$200 worth of NTUC FairPrice vouchers each. Best photo wins \$500 worth of vouchers, while the next top 25 photos win \$100 vouchers each. **Contest ends 16th September, 2359hours.**



Serving Members Better

UWEEI's General Convention of Delegates event sees union leaders and officials renewing their commitment to work for members' welfare.

Contributed by **United Workers of Electronics & Electrical Industries**

Close to 260 union leaders, branch leaders and management partners from the United Workers of Electronics & Electrical Industries (UWEEI) came together for the union's fourth General Convention of Delegates (GCD).

Held on 21 August 2014 at the NTUC Auditorium, the event was graced by Guest-of-Honour Deputy Prime Minister (DPM) Teo Chee Hean.

In his opening speech, DPM Teo highlighted that Singapore "must continue with the current economic restructuring, move up the value chain and help workers to upgrade their skills and capabilities so that they are ready to take on the exciting jobs of the future."

DPM Teo is also the Chairman of UWEEI's Council of Advisors.



Union leaders pinning collar pins onto each other to symbolically pledge their commitment to work for the welfare of members.

RENEWING COMMITMENTS

During the GCD, UWEEI's union leaders and branch officials underwent an undertaking ceremony to renew their commitment as leaders by symbolically pinning collar pins on one another and pledging to stand in solidarity to work for the welfare of union members. This would be done through UWEEI's three main pillars of Advocacy, Benefits and Care for all members.

Addressing the delegates before the election of the Executive Council members, DPM Teo urged them to learn and tap on the experience of good mentors, and work with management partners to create a better future for workers, companies and the electronics industry in Singapore. It would be through these efforts that the union would be able to help Singapore transform

“As a strong union representing more than 63,000 workers of this industry, UWEEI has actively worked with companies, NTUC and government agencies to enhance workers' employability and prospects, and to strengthen companies' competitiveness.”

Deputy Prime Minister Teo Chee Hean

into a world class electronics hub for multinational business partners to invest in.

RECOGNISING COMPANIES

In addition to the election of its new Executive Council, UWEEI also presented three management partners with the Strategic Partnership Awards to recognise their efforts in working closely with the union to ensure good labour management relations in the past four years.

STATS ChipPAC, JVC Kenwood Electronics Singapore and GLOBALFOUNDRIES received this award. Mr Ronald Quek, Managing Director of STATS ChipPAC, shared that the company was privileged and honoured to receive such an award from the union, which was a milestone in the company's history.

He said: "We are firmly on track in our commitment to work harmoniously with the union and our employees in boosting productivity, expanding the skills of our workforce and enhancing their job value. As always, we will partner with UWEEI in our endeavour to make STATS ChipPAC an employer of choice in the market."



UWEEI plans to serve all members through Advocacy, Benefits and Care.



Members from the AUPE Group getting into the spirit of the National Day celebration at the Dinner.

In A Class Of Its Own

Largest public sector union AUPE turns a healthy 55, thanks to good leadership.

By **Marcus Lin**

While Singapore gears up for its 50th anniversary next year and honours the contributions of the Pioneer Generation, the Amalgamated Union of Public Employees (AUPE) also recognised its own pioneers at the AUPE Group National Day Dinner on 22 August 2014.

In his address, AUPE General Secretary Ma Wei Cheng said: “We are ever grateful to our Pioneer Generation who had toiled tirelessly to transform Singapore from poverty to success. Let’s pay tribute to them, and this evening in particular, to four of our union

trustees who are AUPE’s true pioneers. They are Sister Lee Yoke Lan and Brothers Ang Hock Soon, Teo Hock Hin and Ricky Cheng. They have contributed so much to AUPE in the past.”

SHOWING APPRECIATION

Reflecting on Singapore’s good progress as a society and nation the past 49 years, Mr Ma gave recognition to the dedication and commitment of AUPE participants in NTUC’s marching contingent for the annual National Day Parade. In particular, he singled out AUPE Vice-President Ng Hee Seng who has been taking part in the Parade for the last 36 years.

Mr Ma also said: “Following the recommendations of our National Wages Council (NWC), Divisions III and IV Civil Servants received a built-in wage increase in July 2012, 2013 and 2014. The decisions of the Public Service

Division (PSD) to go beyond the NWC’s recommendations signalled Government’s strong commitment to help raise the salaries of lower-wage Civil Servants. This is much appreciated in our more inclusive and caring society.”

Saluting Pioneer Leaders

“A Class ‘A’ union, a union that makes things happen”. That was how NTUC Deputy Secretary-General Heng Chee How described the Amalgamated Union of Public Employees (AUPE) at the AUPE Group National Day Dinner on 22 August 2014.

Formed in 1959, DSG Heng said AUPE “is a union that for the last 55 years has made a real difference to the lives of workers in the public sector in Singapore” and is committed to continue doing so as the biggest public sector union in Singapore.

He pointed out that to be effective, a union’s membership must grow. Applauding AUPE’s healthy growth, he stressed that membership growth itself is insufficient. “I can give you all the money, all the headcount, office space and whatever you want, but if you are short of one ingredient you will go nowhere. And that one ingredient is leadership.

“Because I can load up the train with all the goodies of this world but if the train head is not moving or moving in the wrong direction or going off the rails, you do more harm than good.”

Paying tribute to AUPE’s past leaders for leading it to this point, DSG Heng added that the union has “distinguished itself with its systematic approach to bringing people in, developing them and then tapping on the experience of those veterans who having made way for others are willing to continue to contribute.”



AUPE Group pays tribute to its pioneer leaders.

Speaking Up

In this regular column, *NTUC This Week* steps back in time to catch up with pioneer unionists as they recount their compelling experiences.

By **Naseema Banu Maideen**

The young nurse who came to work that morning saw herself in the middle of the famous Nurses' Strike in 1963. That was Ms Lee Yoke Lan's first encounter with the Labour Movement, and the first spark that led her to be a unionist till her day of retirement from the healthcare industry. She served in the Amalgamated Union of Public Employees (AUPE) and officially retired from nursing in December 2002.

NTUCtw: What qualities helped you perform as a union leader?

Ms Lee: Speaking up is inborn in me somehow from how I was brought up. Though my parents were strict, we were given the opportunity to speak up at home and in school. So naturally at work, I was a very social person and I could just go and talk to the nurses and share more about union work. But I must say, many were wary of me at first, for the very fact that I was a union person.

What were your experiences in your first strike?

I found myself in the middle of a nurses' strike when I was still very young in the workforce. I was in a dilemma on whether I should join or serve my patients. In the end, I decided to take part in the strike. I worked for the first day and later realised the cause for which my colleagues were working for – to better the lives of the nurses.

What do you remember of the strike?

I met Mr Kandasamy Govindasamy, who was then the General Secretary of AUPE. He was very kind and listened to the nurses' grievances patiently. Those on strike too were not unruly; all they wanted were better working conditions and terms. This really impressed me and convinced me about union work. The strike lasted five days and finally came to an end when then Prime Minister Lee Kuan Yew spoke to us and agreed to bring the case up for arbitration.

What is your wish for women leaders?

I wish to see more women coming forward to serve in the unions. I know that working women have a lot of responsibilities. I think it is all about planning and time management. I see the new generation is more involved with tertiary students coming out to do volunteer work. So, this is a promising way forward.

What is your advice for the future union leaders of NTUC?

"They must keep up with times for changes, be nimble enough to change as the environment changes, to train and retrain the workers for the need of the country and to see that the human resources are trained to the maximum potential. Today, it is not only about Singapore but it is global, we have to meet challenges from all over the place so the union leaders must be on their toes to look into innovation at all times.



Ms Lee Yoke Lan: A trip down memory lane.



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- The concept of leadership and wisdom
- Nine key qualities of a wise leader in contemporary times
- Lessons from Chinese philosophers including humanism, thinking paradoxically, and the concept of 'non-action'

29 Oct, 7pm-9pm, Room 903, NTUC Centre, One Marina Boulevard, \$29* (NTUC/Singapore Institute of Management Member), \$59 (Public)

*Refreshments will be provided.

To register, log on to www.ntuc.org.sg and look under "Events".

Changi General Hospital Job Fair

Want to be in an industry that saves lives? Changi General Hospital is looking for positions in various areas including medical disciplines, medical support functions, F&B services and office operations.

11 Sep, 10am or 1.30pm, Auditorium, Level 1 (Lobby D), Changi General Hospital, 2 Simei Street 3.

To register, log on to <https://etms.sg/e2i/HealthcareCGH> or call **6474 0606**.



SMRT Bus Carnival & Career Fair

Don't miss the opportunity to have a day of fun and land a job that's going places. Walk-in interviews for Singaporeans and Flexible Employment Schemes available.

12 Sep, 2pm – 8pm, 13 Sep, 12noon – 5pm, Event Hall 1 (Level 1), Devan Nair Institute for Employment and Employability, 80 Jurong East St 21.



Sentosa Spooktacular

Die-hard Asian horror fans are in for a treat! Sentosa Spooktacular brings you to the world of Laddaland. Reconstructed on the supposedly haunted Fort Siloso is 40,000 square metres of creepy houses themed after international hits such as Alone, Countdown and Laddaland, and the upcoming The Swimmers.

11, 17, 18, 24, 25, 31 Oct & 1 Nov, 7pm – 12midnight, Fort Siloso, Sentosa Island
NTUC Members enjoy \$40.60 per ticket (U.P. \$56.60/Advance | \$66.60/Standard)

Get your tickets here (<https://store.sentosa.com.sg/main/events/2014-sentosa-spooktacular/50#!/>) and apply promo code

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This Week In History



NTUC This Week turns 50 this year. It was first published in November 1964 as a monthly titled *Perjuangan* NTUC. *Perjuangan* means struggle in Malay, and the title captured the spirit of the times. From our 3 January 2014 issue onwards, *NTUC This Week* will pull out excerpts of main stories from past issues, starting with the very first until the present. This week, we look at March 1977.

By **Marcus Lin**

Labour News and Perjuangan

The NTUC Central Committee decided recently that LABOUR NEWS should be an official publication of the NTUC and it would be the medium for trade union news from the affiliated unions, and that PERJUANGAN would become a more serious journal.

The AFRO-ASIAN LABOUR BULLETIN would be incorporated with the Perjuangan from January, 1977 issue onwards.

The new character of Perjuangan, as a serious trade union journal, will be reflected in 12 pages which will contain articles and news of local, regional and international interest. In addition, four or eight pages will be devoted to local news and views, which will include serious reports, excerpts of important speeches, feature articles, pictorial news, etc.

The NTUC Central Committee has appointed a Management Committee as an overall policy making body of the Labour News. Each affiliated union is requested to contribute \$5,000 to build up the initial capital and become a participating union. Profit sharing will be based on contribution made by the participating union in respect of sales of Labour News in proportion to its membership.

Those Slanted Press Reports on Asia

Excerpts from transcript of a joint press conference held by the Prime Minister, Mr. Lee Kuan Yew, and President Ferdinand Marcos of the Philippines at Baguio City, on 19th January, 1977.

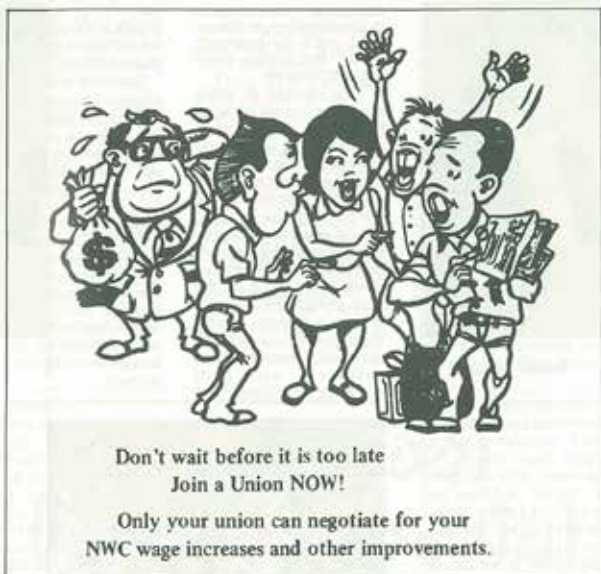
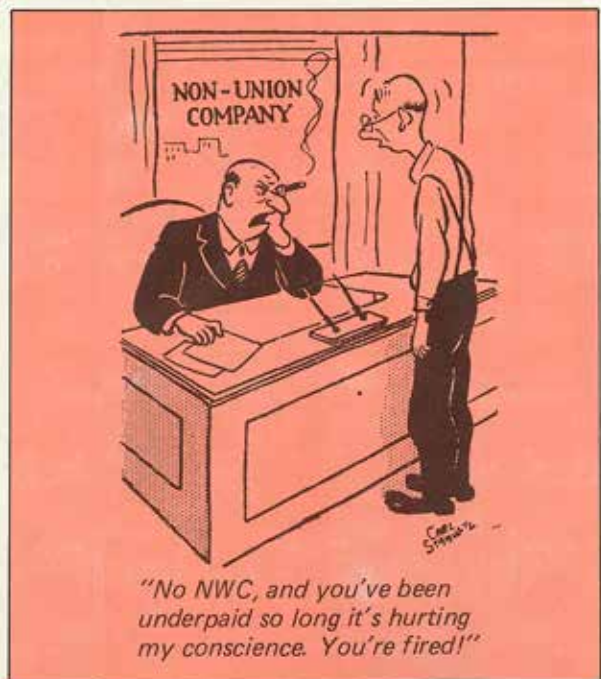
"If the Singaporeans believed they ought to be doing what the Western press were telling them to do, then I would have lost the elections

... They want a good story which they know the editor likes, presented in a certain way ...

They will, after a while, discover that their magical influence which has been so tremendous in America with Watergate, and indeed in other parts of Western Europe does not work in Asia



Mr. Lee Kuan Yew, Third from left talking to Western press.



QUESTION: Mr. Prime Minister, recently, it seems it has developed in this region a kind of sentiment against the reporting of the Western press. And we noted that you are one of the articulators of this sentiment. What changes, if any, do you perceive this happening in the region?

March 1977: PRIME MINISTER: "I was asked this question recently by a serious German television correspondent immediately after my elections in Singapore. He asked me why the Western press took a very critical view of what Singaporeans were being made to do.

"My answer to him was: If the Singaporeans believed they ought to be doing what the Western press were telling them to do, then I would have lost the elections. Since I didn't lose the elections, the conclusion I came to was that I had no cause for concern and really very little cause for even interest in the gratuitous advice the press lords or TV anchormen proffer from time to time as to how I should suck the Singapore banana.

"They will, after a while, discover that their magical influence which has been so tremendous in America with Watergate and indeed in other parts of Western Europe does not work in Asia - different cultures, different values, different standards of economic development demanding different priorities."

扫清道路 造福工友

约3万8000名由清洁承包商聘请的本地清洁工友在公司实施渐进式薪金制之下获得较高的薪金。

自9月1日起国家环境局实施新的执照申请制度之后，清洁承包商所聘请的清洁工友，无论他们是新加坡人或永久居民，只要在今年4月1日或之后被雇佣，公司都须在2015年9月1日之前按渐进式薪金制的标准付给员工薪金。按规定，清洁工友的起薪不应少于1000元，随着他们的技能和生产力提高，薪金也将水涨船高。

这对于积极倡导渐进式薪金制的工运来说，既是迈进了一个里程碑也是一大精神鼓舞。

职总秘书长回忆工运在不同阶段造福清洁工友时表示，一开始工运推出了技能提升计划，过后发展成重新打造工作计划，而在推出渐进式薪金制之前，则展开了优包计划。

学习之旅

职总秘书长林瑞生、助理秘书长再纳、各工业伙伴及多名工会领袖在9月1日前往卫生工业、威立雅环境服务和LS 2这三家清洁公司展开学习之旅，参观这三间公司如何利用新器材提高生产力，从而为清洁工友创造更好的工作、掌握更高的技能和获得更优厚的薪金。

林瑞生秘书长在这次学习之旅后对随行的媒体表示：“这说明渐进式薪金制跨越了一大步，但仅仅是起步，情形就好像铺设道路一样，在允许每个人踏足之前，必须先把道路铺设好。同样的，一条道路有好多铺层，必须层层齐备才能通车。我们的技能提升计划、重新打造工作计划、优包计划和渐进式薪金制就如同道路的每一个铺层。现在这些铺层都铺设扎实了，是踏步前进的时候。然而，我们的旅途才刚刚开始。”

之后，他话锋一转，语重心长地说：“长久以来，清洁工友一直被人视为廉价劳工。今天，我们实施新的执照申请制度，希望人们从此改变态度。”

另一项努力

除此之外，工运也希望引进新的资讯系统，以推动清洁行业朝向专业化。但很多清洁承包商是中小型企业主，他们没有完善的人力资源系统可用于管理属下的清洁工友。为此，职总便与相关的资讯科技机构接洽，为他们建设一个管理平台，以便更好地管理人力资源。

林瑞生表示：“我们希望引进这套管理系统之后，中小型企业主可以用来提高每一名工友的技能、薪金、生产力，以及促进他们的职业发展。”

“更重要的是，这套系统将能够让中小型企业主更加了解他们的员工，从而找出员工可以往哪一方面改进和发展。”

再纳则透露，工运与资讯通信发展管理局初步洽谈建设清洁工管理系统的的工作富有成效，在未来数月将公布更多详情。

