ntuc THIS WEEK

BETTER JOBS FOR ALL

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Riot: Working In Unity To Keep It An Isolated Incident

On the evening of 9 December 2013, a riot involving over 400 people took place in Little India. It was triggered when an Indian construction worker was killed by a private bus. The rampage injured 39 police and civil defence staff as well as torched or damaged 25 vehicles, including 16 police cars.

Responding, NTUC Secretary-General Lim Swee Say said that the riot was a serious incident and one should not take peace and harmony for granted. Over the years, the Labour Movement (LM) has been doing its part to ensure workers of different nationalities work and live together peacefully. Workplace Community Engagement efforts have been in place for the past ten years. When the riot happened, the LM activated its network of 'community engagement co-ordinators' in our unions and unionised companies to convey the clear message on the ground that the riot was an isolated incident, and we must make sure it will remain an isolated incident that will not affect peace and harmony at the workplace. The LM also appealed to all workers to remain calm and continue to treat one another with mutual respect. SG Lim finds it reassuring that our workers and unions have responded to the situation well.

Going forward, SG Lim said that the LM will continue with community engagement efforts and monitor the situation closely in the aftermath of the riot. He cited the efforts in some unionised companies where the management together with the unions conducted briefings to reinforce the message that the actions of a small group of workers do not reflect the conduct of the majority. The LM continues to uphold the belief that foreign workers are law abiding and many are here to earn a living while contributing to the economy and society. Efforts will be ongoing to ensure peace and harmony in our work and live places.

SG Lim shared his confidence that peace and harmony in Singapore should not and will not be weakened by this isolated incident through the efforts of every worker, every union and every member of the public. Working together, we can keep improving the working and living conditions of all workers, both local and foreign, in order for everyone to have a better job, better pay and hence live a better life.

Caring For The Community Like One Big Happy Family

By **Nicolette Yeo**

NTUC Care and Share Director Zainal Sapari serving lunch to happy beneficiaries at the event.

There are so many ways to show someone you care. The Labour Movement way is to rally a total of 19 unions and communities together to join hands, hearts and spirits to bring smiles to over 750 underprivileged people from 20 charitable organisations.

This mega charity event, aptly named "U Care for Community", saw the beneficiaries treated to a sumptuous lunch and a comedy magic performance by Las Vegas magician Nathan Burton on 10 December 2013 courtesy of the NTUC-U Care Fund, unions and NTUC Club.

Another highlight of the event was the special U Care Exhibition featuring the 57 community service projects undertaken by the unions and communities throughout the year.

NTUC Secretary-General Lim Swee Say took time off his busy schedule to drop by and tour the exhibition as well as interact with the beneficiaries.

Addressing the audience before the start of the magic show, NTUC Care and Share Director Zainal Sapari, said: "Today's event is called 'U Care for Community' and this is one of the many ways that we at the Labour Movement show kindness to the less privileged community so as to bring cheer and joy to our beneficiaries especially when the festive season is just around the corner."

> **"Today's event is very special; I enjoyed it very much. It is my first time seeing a magic show. If I get the chance, I would like to attend such an event again. Thank you for caring for the elderly."**
>
> **Madam Chen Ri Ying, 78, Henderson Senior Citizens Home**

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Caring For The Community Like One Big Happy Family

He also shared that the idea of the event was to showcase what the unions had done for the less fortunate in the year as well as to rally the LM community together to hold a big scale Corporate Social Responsibility event.

Mr Zainal also took the opportunity to explain that the Labour Movement has a responsibility to care for the community and build a more inclusive Singapore society.

"As a Labour Movement, we believe that it is very, very important that we role model the concept of going beyond our organisation to help the less fortunate and the underprivileged in the community. It is part of our Corporate Social Responsibility.

"Doing something for the community is in the genes of the Labour Movement. We always want to Do More, Do Better and Do Good, and I think we will continue to encourage unions to find ways to support the national initiative in terms of being a more inclusive society."

Lighting Up Lives

By **Nicholas Lee**

This year, a total of 29 unions, association and communities carried out 57 community projects and benefited some 12,200 underprivileged people. Most of these projects were co-funded by the U Care Caring.Sharing.Reaching-out (U Care CSR) Co-Funding Scheme.

These projects saw union leaders and members visiting residents of children's and senior citizens' homes and bringing beneficiaries to various local attractions such as the River Safari, S.E.A. Aquarium and Gardens by the Bay.

Here are some of the more memorable events:

A Visit To The S.E.A

50 beneficiaries from the Cerebral Palsy Centre were brought by the members of Singapore Airlines Staff Union (SIASU) to the S.E.A Aquarium at Resorts World Sentosa on 27 June 2013. It was all smiles and cheers when the beneficiaries arrived as they saw the wide array of marine animals throughout the aquarium.

SIASU General Secretary Logannathan shared that this is not the first time that the union is reaching out to the Centre. "We have been on this project with the Cerebral Palsy Centre for almost 20 years and we feel that we are bonding with the children and adults of the centre," he said.

Having Fun Indoors

129 children from the Life Community Services Society (LCSS) were brought to Singapore's largest indoor playground, eXplorerkid at Downtown East, by the Singapore Shell Employees' Union (SSEU-Shell) to enjoy a day out on 19 June 2013.

Sharing his words of appreciation, Life Community Services Society's Chief Executive Officer James Wong said: "It is a good thing that as a corporate citizen, the union has been able to give back to society. This is a very good example for others."

Cheering Up The Elderly

In a little over a month, the Young Staff Union of NTUC-ARU (SUN) managed to raise a total of $3,730 with the help of the union and generous donations from members.

On 3 August 2013, 40 volunteers went door-to-door to distribute 120 ration packs to residents of NTUC Eldercare's Senior Activity Centres in Whampoa and Redhill who lived in rental units. The ration packs included essential daily items such as soap, laundry detergent and toothpaste as well as foodstuffs such as rice, oats and biscuits which were purchased with the donations from union members.

NTUC Deputy Secretary-General Heng Chee How thanked the volunteers and said that their actions brought much cheer to the needy elderly.

MWC Will Provide Assistance To Workers Affected By Riot

A riot involving 400 people occurred in the evening of 9 December 2013 in Little India. It was triggered by the death of an Indian construction worker in an accident with a private bus. The rampage injured 39 police and civil defence staff as well as damaged 25 vehicles, including 16 police cars.

In a responding statement issued to the media on 9 December 2013, Migrant Workers' Centre (MWC) Chairman Yeo Guat Kwang expressed concern for the deceased worker as well as for the front line officers who were injured in the incident. He revealed that the MWC has contacted the employer of the deceased worker to ensure that all necessary support and follow up will be provided.

Mr Yeo added that emotional and legal assistance will also be available to those affected, and ongoing programmes with partners such as HealthServe will allow MWC to jointly address any of these needs.

He also appealed for migrant workers here to observe the laws of Singapore, cautioning them against taking matters into their own hands and urged them to come to MWC should they have any issues. Mr Yeo further pledged that the MWC will increase its efforts in the area of social and community integration.

"The events of last evening clearly show that peace and harmony should never be taken for granted. MWC has worked tirelessly on the social and community integration of migrant workers and will continue to increase our efforts in this area. Let's continue to reach out to them at our workplace and live place," he said.

More Needs To Be Done For The Low-Wage And The Re-Employed

By **Marcus Lin**

It was welcome news when the Singapore Workforce 2013 Report released on 29 November 2013 by the Ministry of Manpower revealed that the labour force participation rate rose for a second consecutive year to a new high in 2013, accompanied by stronger real income growth. It also indicated that more older workers and women are employed.

In a Facebook posting, NTUC Deputy Secretary-General Heng Chee How attributed this happy state of affairs to "a tight labour market, and the painstaking tripartite efforts to reduce the barriers to employment so that more Singaporeans can stay in work and re-enter the workforce."

Happy news for those with cushy jobs but, nonetheless, for workers at the 20th percentile, even though MOM's figures are encouraging, the lower wage workers bear the brunt of pressures such as inflation and rising cost of living. Left unchecked, it could effectively make them the `working poor'. As it is, the worst off barely scrape by with their meagre earnings living from hand to mouth.

> "This is why it is so important for companies to improve productivity and career progression. Otherwise, they cannot shake free of the vicious cycle of low morale, high turnover, and difficulty in recruiting and retaining workers."
>
> **NTUC Deputy Secretary-General Heng Chee How**

Two Important Changes

To get them out of the rut, DSG Heng elaborated after the Facebook posting: "To uplift both the earnings and hope of a brighter future of low-wage workers sustainably, we must change two things. First, the value of the job must improve. A higher value job can pay better. Examples include jobs with more responsibility and more productive jobs.

"This is why it is so important for companies to improve productivity and career progression. Otherwise, they cannot shake free of the vicious cycle of low morale, high turnover, and difficulty in recruiting and retaining workers.

"Second, the capabilities of the workers must improve so that they can do the higher value jobs proficiently and demonstrate value-for-money. This is why skills upgrading is critical. For low-wage sectors like cleaning and security services, regulation must also play a part to overcome the scourge of cheap-sourcing."

An inter-connected factor is the fact that more people are living longer, and it follows that more savings are needed to cope with day to day living, healthcare costs and other expenses.

While increasing the re-employment age allows people to work longer, the current system is such that the older the worker and the longer he works, the lesser the employer's CPF contribution rate gets. This eats into his or her savings and seems at odds with the idea of encouraging people to work longer.

More CPF = More Savings

DSG Heng, who is leading NTUC's push for the legally mandated re-employment age band to go beyond the current 62-65 years of age to 62-67 years of age, said: "The bottom line is that people living longer will need to find resources to pay for the additional years. If they can work for more years, that would help increase lifetime earnings.

"CPF is part of pay. The employers' CPF contribution rates are reduced in tiers for workers above age 50. The objective was to offset the effects of a seniority-based wage system and improve employment prospects for older workers. However, that also meant that older workers earn and save less as they age.

"This increases the financial pressure on them in the lengthening post-employment years. Eventually, the State would have to pick up the tab in medical and social subsidies if the seniors don't have enough to cope. Moreover, pay systems have evolved to be less seniority-based and more performance-based over the years.

"I hope that the employers' CPF contribution rate for older workers can be further reviewed and improved in the light of these factors. I believe that this can be done while still maintaining a viable balance between savings and employability."

Participants of the forum had an opportunity to engage in a panel discussion.

UWEEI And Management Discuss PWM Strategies

By **Nicholas Lee**

More than 150 participants gathered at the new e2i campus on 27 November 2013 for the United Workers of Electronics & Electrical Industries (UWEEI) Union-Management Forum. The participants were made up of union branch officials and management representatives. Held annually, the forum is a time when management and branch officials gather to share information on the current employment landscape in the electrical and electronics sector.

This year's forum also saw the participants learning the Progressive Wage Model (PWM) which the Labour Movement has pushed for companies to adopt to attract and retain workers in the industry. In his opening remarks, UWEEI Executive Secretary and NTUC Deputy Secretary-General Heng Chee How said that while companies need to deal with immediate concerns like manpower shortage and cyclical ups and downs, it is very important not to lose sight of transforming for sustained success in the longer term. For that, companies need to seek breakthroughs in innovation and people development. They also need to understand the impact of disruptive technological advancements because these will fundamentally alter business demand and manufacturing arrangements.

One of the highlights of the forum was an update on the status of the Electronics Industry in Singapore by Mr Terence Gan, Director of Electronics at the Singapore Economic Development Board (EDB). A number of the unionised companies under UWEEI have introduced certain initiatives that are in line with the PWM to attract and retain workers, and the forum was an opportunity to showcase and share various strategies on implementing the PWM.

One such company is Gemalto Private Limited. The digital security solutions company initiated various programmes to upskill its workers in order to boost their productivity and improve their wages. Gemalto Managing Director Ramon Padiernos shared with participants his company's efforts in improving the lives of workers through the PWM.

He said that as the world becomes more competitive, there is a need to go for a value-add manufacturing and value-add industry. "I think every company should adopt the PWM. Of course, it not a `plug-and-play' model; you have to learn, develop infrastructure and train your people. But at the end of the day, it is very valuable," said Mr Padiernos.

Participants also had an opportunity to engage a panel of speakers chaired by UWEEI President Fahmi Abu Bakar in discussion on matters relating to implementing the PWM. One other company in the midst of implementing the PWM is Panasonic Appliances Refrigeration Devices Singapore. Director Leong Mun Chong said: "We are also implementing something like the PWM, but our current need is in attracting workers." He added that the forum was a good opportunity to learn from one another and more solutions to current problems can be found along the way.

‘Thank You’ For Helping To Strengthen The Future

The target set for the NTUC 50 Development Fund has already been well met in August 2013, as NTUC Assistant Secretary-General Cham Hui Fong shared, thanking the many donors within and beyond the Labour Movement family who have made it possible.

The appreciation tea was held at NTUC’s e2i (Employment and Employability Institute) on 9 December 2013; every union had showed its support. And NTUC Social Enterprises, management partners and other organisations have also waved support through their contributions.

ASG Cham said that the Fund will support two key initiatives that are critical to the future growth of the Labour Movement. Firstly, to grow a three-generation membership base of 1 million by 2015 comprising workers of all collars, ages and nationalities; and secondly, to strengthen labour leadership and nurture future generations of leaders.

NTUC President Diana Chia receives a certificate of appreciation, as Healthcare Services' Employees Union (HSEU) General Secretary from NTUC Secretary-General Lim Swee Say.

Building Up Membership

Organising - New Sector

- Renewable Energy Corporation (Solar Panel)
  - UWEEI & MED ORC move-in
  - 1,000 members signed up in 2 days
  - Union gained recognition from 3 October 2013
  - 500 bargainable employees from total workforce of 1,500

Organising - New Company In Existing Sector

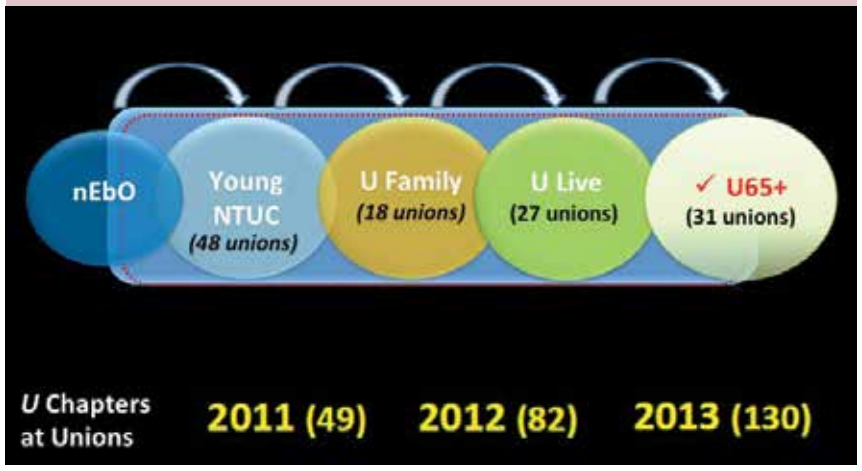
- Marina Bay Sands
  - AREU and MED held intensive recruitment phase from July to August 2013
  - Successfully gained recognition in October 2013
  - 7,000 bargainable employees from total workforce of 8,900

As of October 2013, 184 Notice of Intents (NOIs) have been served to branches (NOIs are served to NTUC’s HQ by unions to branches that they are targeting to organise.)
78 new branches have been organised by October 2014. This is the biggest number of branches organised this year as compared to numbers over the last few years.

Reaching PMEs – Growing U Associates

- 8 U Associate Partners are now on board
  - The U Associate programme made way for NTUC to intensify its outreach to PMEs through existing professional associations and clubs.
  - The Singapore Human Resources Institute (SHRI) became the eighth U Associate Partner of NTUC this year.

Lifelong Members Support U For Life



Source: NTUC Membership Department

Opportunities Ahead

Organising
- Organise iconic companies and SMEs

PME Outreach
- 4Ps (Progression, Protection, Privileges and Placement) for PMEs and Freelance Professionals

LM For Life
- Family membership and nEbO Alumni Club

Shaping Up Leadership

How Fund Has Enabled 3F Approaches

- 30 affiliates applied and are applying
- 500 new leaders
- 60 existing leaders to flow up to higher positions
- Maintaining relationship and tapping on experiences of flow-on leaders

3F Ideas And Initiatives

Flow-In
- Outreach platforms to identify potential leaders
- Creating awareness through publicity
- Dialogues and teambuilding sessions

Flow-Up
- Structured training and development roadmaps
- Infrastructure to track leaders' development progress

Flow-On
- Appreciation events
- Annual alumni gatherings
- Mentoring programmes

How The NTUC 50 Development Fund Was Born

As he thanked all the unions, Social Enterprises, employers and other organisations who have contributed to the NTUC 50 Development Fund, NTUC Secretary-General Lim Swee Say, who was the Special Guest at the event, recollected on how the Fund was set up.
He shared this with the donors at the appreciation event:

"Prime Minister (PM) Lee Hsien Loong is highly appreciative of the role played by NTUC because the Labour Movement has indeed made a difference to the progress of Singapore, and helped enhance the jobs and lives of our workers.

To make sure that the Labour Movement will remain relevant for many more years to come, we need to try out new ideas and strive for breakthrough in membership development and leadership development.

PM therefore decided to help us set up a development fund with a three-to-one matching. We raise $12.5 million and the Government will match with $37.5 million, making it $50 million.

"With this Fund, we will channel them into two purposes – develop pipelines for membership and our leadership. Together, let's make sure that the Labour Movement is stronger so that we can help make Singapore better. "

Voices For U

Union leaders have always been passionate voices for their members at the workplace. Every moment, they are walking the ground, listening to members' concerns, and voicing out on their behalf. This column brings you stories on how their voices have led to changes and better outcomes for their members.

'The First Thing That Comes To My Mind Is Their Family'

By **Naseema Banu Maideen**

Mr Mohd Shaari Mohd Noor remembers clearly the day a colleague conveyed news to him that one of his union members had been terminated from work. What disturbed him most was that it was an unfair termination.

"But seriously, besides the member, what my heart went out to was to his two young school-going children. I knew they were only in primary school and this member had to keep his job for them," said the 57-year-old branch representative from the Union of Telecoms Employees of Singapore (UTES).

Mr Shaari then set out to speak to the affected member and gathered the facts of the case swiftly. The member, a driver, had removed the signal lights and some other usable parts from a vehicle that was about to be scrapped by the company. He had the intention of using them on vehicles when they require repairs; with this rationale, the member stored them in the company's storeroom. He was hoping any of his fellow drivers could just use them when the situation called for it.

But for this action, he was mistakenly framed for stealing by a new Assistant Manager who had just joined the company six months ago.

"UTES obviously felt that this was unfair," exclaimed Mr Shaari, a leader who has been serving the union for 15 years. "From speaking to the member, I found out that he removed some parts for genuine work purposes. He had a good reason too. When their vehicles break down and are sent to the workshops, they typically take about three to four weeks to be repaired. With a limited number of vehicles in his department, the drivers usually have to 'borrow' from other departments. This would in some way cause some inconvenience. So, by saving some parts from the vehicle that was about to be scrapped, the member was actually doing some good for the company."

Mr Mohd Shaari (right) at a union bowling event with Union of Telecoms Employees of Singapore (UTES) General Secretary Thuvinder Singh.

These facts, together with the member's clean record of service and report card of diligence and hard work, were presented before the management. After a thorough investigation with the union, the member's innocence was proven and he was re-instated into his job. Today, he continues with his job and is a happy employee.

Said Mr Shaari, who is himself a father of four: "As a union leader, I have seen cases where there is miscommunication and members are in need of advice from the union. The first thing that comes to my mind is their family. At the end of the day, all employees work so hard because they want to support their families and their dreams."

U LEADERS

Saluting The Workers' Champions

Union leaders are the heart and soul of the Labour Movement. Each day, close to 6,200 unionists look out for the welfare and well-being of union members in over 1,200 unionised establishments. Whether it is negotiating for more pay, better jobs or taking up the case of an aggrieved member, our unionists are at the front-line championing for workers. This final instalment will focus on union leaders' ability to play as hard as they work.

Celebrations

All work and no play will make us a dull Labour Movement. Unions celebrate milestones and achievements with their members. Whether it is festive cheers, events honouring union leaders, shows of solidarity during May Day and National Day, get-together activities like Family Days and members' night, or just meeting up to chill, union leaders are involved in organising a range of events for members to bond and have fun together.

A Bloody Good Time!
Youth chapter members of Staff Union of NTUC (SUN) screaming their lungs out at a Halloween outing in 2012.

A Reward For Hard Work
Union of Power and Gas Employees (UPAGE) leaders celebrating union advisor Sin Boon Ann's May Day 2013 award.

Cheers To 20 Good Years!
Inland Revenue Authority of Singapore Staff Union (IRASSU) marked the occasion with a carnival for members and their families.

Shoot To Win
SPRING Singapore Staff Union (SSSU) celebrated May Day by shooting darts as they aimed for a victorious year ahead!

Family First
Singapore Maritime Officers' Union (SMOU) organised an annual Family Day event for members and their families to let their hair down and enjoy.

One Leg Kicking
National Transport Workers' Union's (NTWU) sporty members happily posing away during the union's 7-A-Side Soccer event.

In High Spirits
Members of SIA Engineering Company Engineers and Executives Union (SEEU) winding down at Happy Days (Bedok) after a day of hard work. This is the union's annual Members' Night for bonding and networking.

To Infinity And Beyond
Singapore Industrial and Services Employees' Union (SISEU) unveiled its Infinity Club to look after the welfare of members aged 55 and above.

Appreciating Healthcare Workers
Healthcare Services Employees' Union (HSEU) leaders showing solidarity and care for fellow healthcare workers on the ground by distributing union sponsored lunch boxes.

Happy May Day!
Prime Minister Lee Hsien Loong joined the Labour Movement family in marking the annual national tribute to the contributions workers have made to the strength, prosperity and well-being of Singapore.

An Award-Winning Tradition

The traditional reunion dinner of the Labour Movement family saw a record 93 awards presented to mark the good work of members and partners in the LM.

Celebrating True Leadership

A total of 75 branch officials from 46 unions were recognised for their contributions at the Branch Official Recognition Awards (BORA) 2013.

Happy Birthday Singapore!

Labour Movement communities came out in full force to mark the nation's 48th birthday and committed to work towards transforming its economy, workforce and society.

New Location, Same Mission

NTUC's e2i (Employment and Employability Institute) officially opened its new premises at 80 Jurong East Street 21 on 1 October 2013. It may be at a different location, but what stands firm is the same mission - better jobs for all; and the same vision - the marketplace for workers, employers and training providers.

Union Leaders Honoured

At UNITE Leadership Summit 2013, tributes were paid to ten respected Flow On leaders who worked tirelessly with passion and dedication towards the betterment of their fellow workers. It also saw the launch of an e-book featuring the experiences of 12 well-known veteran leaders.

An Enriching Session On IR Topics

By **Joshua Joseph**

How can PMEs (Professionals, Managers and Executives) further benefit from the amendments to the Employment Act (EA)? What measures should a company take to abide by the new Fair Consideration Framework (FCF)? These were some of the questions addressed at an evening talk session on Industrial Relations (IR) topics organised by the Ong Teng Cheong Labour Leadership Institute (OTCi).

The session held on 25 November 2013 at NTUC Centre drew the interest of some 130 participants consisting of union leaders, Industrial Relations Officers and staff from NTUC's Administration and Research Unit (ARU). Representatives from the Ministry of Manpower (MOM), who were the invited guest speakers, provided an in-depth understanding on various topics pertaining to the FCF as well as amendments to the EA and Industrial Relations Act. The speakers also provided better clarity on the difference between what is termed 'Contract for Service' and 'Contract of Service.'

There was also a sharing on a recent Industrial Relations case by Amalgamated Union of Public Employees (AUPE) General Secretary Ma Wei Cheng and Deputy General Secretary Yeo Chun Fing where the union worked hard to secure a fair outcome for a worker who had been unfairly dismissed. Participants were given time to have their concerns addressed through a Question-and-Answer session with the speakers.

Those who attended the talk found the session to be a beneficial one. Mr George Zaccheus (pictured left) from the Civil Aviation Authority of Singapore (CAAS) staff branch union shared that he benefitted through the insightful sharing of the Industrial Relations case as he felt that it was very well-handled by the union. He said: "The case highlighted the need for union members to understand that although the situation may seem daunting and you are unable to cope, you can always go to the union. On the surface it might seem difficult, but you would be surprised by what the union can do."

Also sharing was Singapore Insurance Employees' Union First Vice-President Jennifer Yap (pictured right). She said: "On the area of 'Contract of Service' or 'Contract for Service', in my industry it's more 'Contract of Service' but lately because of recruitment of vendors and other services, it's more of ' Contract for Service'. This sharing is more beneficial for all of us branch leaders.

"With more PMEs coming on board, we want to be more updated on the changes (in the EA) so that as we go forth we know in which areas we can better cover them. With the new laws that come in, it depends on individual industries to try to reach out to the higher levels (of PMEs). We will try to do that but not forgetting what the acts cover."

Live Cooking Challenge

Healthy Recipes, Tasty Bites

Presented by SAN REMO

Project Lunchbox

THE COURTYARD @ DOWNTOWN EAST • 10AM – 4PM

SEMI-FINAL	FINAL
23 Feb 2014 (Sun)	16 Mar 2014 (Sun)

Programme Highlights

- SAN REMO Cooking Workshop by Chef Lisa Leong (Semi-Final)
- Special Deals by Tupperware Brands and BRAND'S®
- Tips To Boost Your Immunity By BRAND'S®

Stand to win attractive prizes worth more than $20,000

Registration Fee for Team of 3*: $20

What to submit

1 photo & brief write-up about the team

1 original lunchbox recipe* (1 main dish and 2 side dishes)

Short write-up on the inspiration or story behind your lunchbox recipe

Criteria

- Team of 3 comprising intergenerational family or friends
- 1 member has to be 55 years old and above
- 1 member has to be an NTUC/ nEbO/eXplorerkid member
- Competition is open to Singaporeans and PRs only
- *Any San Remo product must be used in one of the dishes

*T&Cs apply

live it up!

Organised by: Live THE GOOD LIFE

Presented by: SAN REMO

Official Venue: Downtown East

Official Cookware: TUPPERCHEF inspire, Tupperware Brands

Partners: BRANDS®, Health Promotion Board, SingTel

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SISEU Women Leaders Learn Valuable Leadership Lessons

Women leaders who were part of the union's first leadership workshop.

By **Lynn Tan**
Industrial Relations Officer, Singapore Industrial & Services Employees Union (SISEU)

On 30 November 2013, Singapore Industrial & Services Employees' Union (SISEU) brought together key union leaders of diverse backgrounds with its own leaders under one roof for a conversation.

The workshop titled `Workshop On Building Effective Teams' was "a platform for women leaders to communicate and discover the richness of diverse perceptions" as shared by SISEU Deputy General Secretary and Women's Committee Chairman Nur Rafidah Rosdi.

Women leaders who attended the workshop had the great pleasure of speaking to four key NTUC leaders who came from very diverse backgrounds and are now doing very well as key leaders in their respective unions. Some of the key leaders are also successful in the male-dominated industry.

The following valuable leadership lessons come directly from the women who know what it takes to strengthen their leadership while balancing their many roles at work or at home.

Develop Character

"Always remember that leadership not only focuses on developing skills but also a form of character building. When opportunities come, seize it to develop your character. But remember, never let your head grow bigger than your shoulder else you will topple like a Humpty Dumpty."

NTUC President, Healthcare Services Employees' Union (HSEU) General Secretary and NTUC Women's Committee Advisor Diana Chia

Make Time For Family

"For me, I always make the effort to make every Friday 'Husband's Day' where I will date my husband for a movie. If I have an important appointment which falls on a Friday, I will compensate by having the date the next day. Like all men, a successful woman needs the support of her husband."

Amalgamated Union of Public Employees (AUPE) Assistant General Secretary and Chairman for NTUC Women's Development Secretariat (WDS) Activity Sub-Committee Noorfarahin Ahmad

Think Positive

"We will face challenges in whatever things we do but I feel that it is very important to be happy with your roles. Enjoy and think positive. Even when we are in distress, take positive steps to the outcome we desire."

Singapore Organisation of Seamen Executive Committee member and Chairman for WDS WeCare For U Sub-Committee Sheena Foo

Do The Ground Work

"All leaders, regardless of gender, should gather sufficient facts to support your view. Do the ground work and gain confidence from members to support your view. To date, I never stop engaging my members, having two meet-the-members session every year. Leaders need to know the need to build a good foundation, build a castle of knowledge and always remember should you have any clashes with management or members, it is the issues that you all are clashing with, and not the person. Don't take it too personally."

Union Of Power And Gas Employees (UPAGE) Deputy General Secretary and Chairman for NTUC WDS WorkLife Initiatives Sub-Committee Suseela A Singaram

Respect And Be Respected

"We should never be afraid to voice out. Always remember respect and be respected. Respect is earned through respecting both yourself and others. The way others perceive you is not necessarily based on your gender. Respect is accorded to those who conduct themselves with integrity and treat others with dignity. If you set an example by respecting yourself, appreciating your own good qualities and highlighting the positive in other people's lives, you will earn the respect of others."

Amalgamated Union of Public Employees (AUPE) Assistant General Secretary and Chairman for NTUC Women's Development Secretariat (WDS) Activity Sub-Committee Noorfarahin Ahmad

Warming Up With Food

After the networking session, participants at the workshop broke out into groups for a cooking challenge. This time, they took to food and the art of cooking to bask in team spirit and camaraderie.

Before the cooking rolled on, the ladies went on a grocery shopping spree at the NTUC FairPrice outlet located within Downtown East.

Participants shopped, peeled, cut and garnished their way in the cooking challenge.

"It was a good event where my friends and I had fun and a good learning journey. We hope to attend more of such events. And, Sister Noorfarahin's 'Cupid's Arrow Theory' – when she had been struck by the bow of opportunity to be part of NTUC's Youth Chapter, she fell in love instantly and since then she has continued to contribute positively to the Labour Movement – is very relevant and enlightening for a women leader who's passionate about union work."

SISEU female Branch Official from Singapore Safety Driving Centre Limited Ahsah Azizsan

Efforts To Revive Carpentry Industry

By **Nicholas Lee**

Based on industry feedback, Singapore currently faces a shortage of local skilled manpower specialising in carpentry and furniture-making skills. Between 70 to 80 per cent of carpenters in the industry today are foreign workers. Employers have thus expressed interest in hiring locals as apprentices so that they can build up a local pool of skilled manpower in this area.

NTUC's e2i (Employment and Employability Institute) and the Singapore Workforce Development Agency (WDA) have been working with the Singapore Furniture Industries Council (SFIC) Institute to get industry buy-in and to redesign the job from `Carpenter' to `Creative Craftsman' so as to make the work attractive for local craftsmen. They hope that such a move will revive the industry and bring good jobs to benefit more mature, less educated and vulnerable Singaporeans.

As such, a job fair for Creative Craftsmen was held on 26 November 2013 at e2i. More than 100 vacancies were available for local job seekers who were seeking to embark on a different work experience as a creative craftsman. Job seekers both young and old took part in the job fair.

23-year-old Qamarulnizam Jamil, who has a NITEC in Aerospace Machining Technology, shared that he came forward to look at what was offered and he was interested in one or two of the offerings by the companies on site. "I went for an interview earlier and I am quite confident about it," he shared.

> **"The new initiative to revamp the image of this industry and to redesign its jobs will provide better wages and career prospects for our local workers, making a career in carpentry more attractive."**
>
> **e2i Chief Executive Officer Gilbert Tan**

Another job seeker was Mr Soh Kim Teck who currently works part-time as a cleaning staff for a company. The 57-year-old was previously in the furniture making business some years back and wishes to come back into the industry. "I saw the job fairs poster recently and thought it was a good opportunity for me to return to my old job and be trained in craft skills," said Mr Soh.

Apart from the job fair, the industry (through SFIC) has started to work with e2i to offer skills training in Singapore. The SFIC Institute has engaged several employers in the furniture making and carpentry trade, many of whom have expressed strong interest to take in more local apprentice carpenters. The minimum starting salary for a new entrant without experience will be $1,500 per month. This will be adjusted to $1,600 after traineeship and will be increased with experience and further skills upgrading.

Celebrating 40 Years Of Service From The Heart

It was a morning of fun and thrills as 13 customers of NTUC FairPrice browsed through the aisles of FairPrice Xtra @ Changi Business Park in an exciting Grand Spree. Jointly organised by FairPrice and NTUC Link, the challenge was held on 23 November 2013 as part of FairPrice's 40th anniversary celebrations.

FairPrice's Managing Director for Business Groups Gerry Lee and NTUC Link's Chief Executive Officer Tony Tan were present to flag off the challenge.

In the first round, customers were given a "Mystery Shopping List" to search for 40 items in the store within 20 minutes. Faced with intense competition and the possibility of elimination, they wasted no time to locate the items. Subsequently, five customers with the most number of correct items located qualified for the second round where they pitted their knowledge to "Guess the Right Price" of various products. Customers with the closest estimate to the actual price of each item were invited to flip and match boards to locate the logos of FairPrice, Link and FairPrice 40th Anniversary.

Eventually, three lucky customers emerged as the winners of the Grand Spree and walked away with $10,000 worth of FairPrice gift vouchers each. Congratulations to the winners - Leem Choon Gek, Loh Sek Sin and Karanam Srikanth.

NTUC MEDIA CO-OPERATIVE LIMITED

GENERAL MANAGER
MARCUS WONG marcus@ntucmedia.org.sg
SENIOR DIRECTOR
CH KONG kongch@ntucmedia.org.sg

THE NTUC THIS WEEK TEAM
EDITORIAL CONSULTANT
SHONA TAN-JAMES shonatan@ntuc.org.sg
EDITORIAL ADVISOR
LIM LI YIN liyin@ntuc.org.sg
EXECUTIVE EDITOR
MARCUS LIN marcuslin@ntucmedia.org.sg

ASSISTANT EXECUTIVE EDITOR
NICOLETTE YEO nicoletteyeo@ntucmedia.org.sg
SENIOR JOURNALIST
NASEEMA BANU MAIDEEN naseema@ntucmedia.org.sg
JOURNALISTS
JOSHUA JOSEPH MARIMUTHU joshuajoseph@ntucmedia.org.sg
NICHOLAS LEE nicholaslee@ntucmedia.org.sg
SENIOR EXECUTIVE DESIGNER
MOHAMED NASUHAR SOEYOETI soeyoeti@ntucmedia.org.sg
EXECUTIVE EDITOR (Chinese Section)
HO SEO TECK host@ntucmedia.org.sg

SENIOR JOURNALIST (Chinese Section)
HANA HUAN SEE LAI huansl@ntucmedia.org.sg
SENIOR EXECUTIVE DESIGNER (Chinese Section)
CHARLES CHONG charleschong@ntucmedia.org.sg
SUBSCRIPTION
JENNY LIAU liaumn@ntucmedia.org.sg
PUBLISHER
NTUC MEDIA CO-OPERATIVE LIMITED
Address 10 Science Park Road #03-07 The Alpha Singapore Science Park II Singapore 11684 **Phone** 6236 0555 **Fax** 6778 0311
Website www.ntucmedia.org.sg

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Moving Towards Being A National Youth Movement

By **Nicholas Lee**
Photos by **Sharon Loke and Edmond Toh**

As the Labour Movement draws the curtain to signal the closing of another year, the youth wing of NTUC, Young NTUC, recently organised a three-day two-night Workplan Seminar from 20-22 November 2013. The seminar saw youth activists and staff of NTUC's Youth Development Unit (YDU) hunkering down to reflect and discuss the workplan for the coming year.

All the participants were split into five groups to discuss the five bubbles (approaches), critical for Young NTUC's vision to be the National Youth Movement. The five bubbles are:

- Assessing Ground Sentiments
- Building Relationships
- Understanding Global Issues
- Mobilisation
- Representation

Moving into the new year, Young NTUC has taken on a new vision to be the largest national youth movement, with youths who are active in a purposeful way.

"This seminar is significant to Young NTUC in that it helped our activists outline the key focus areas we need to have as a national youth movement in the year ahead. Understanding global issues gives us a balanced perspective of youth issues around the world. Together with keen listening to ground feedback, our activists seek to represent young workers in the best ways possible. At the seminar, Young NTUC activists also pledged to build relationships with young workers and in so doing, seek to mobilise them to support the Labour Movement when called upon."

Young NTUC Executive Secretary Steve Tan

"The five bubbles discussed were very relevant and kept our discussion aligned to what Young NTUC wants to do... I hope that in 2014 more people can know about Young NTUC and join us to be part of the nation's largest and most vibrant youth movement."

Team p.L.a.Y! member Cindy Loo

"It has been a very educational seminar where I got to learn about the history of NTUC... Building relationships is the most fundamental work of every union, whether it's between employer and union or union with employee."

IRAS Staff Union (IRASSU) youth activist Ray Yang

"I hope that Young NTUC continues to be connected to what's happening on the ground and encouraging youths to take actions for a better Singapore."

350 youth activist Nur Lastrina

"We were able to reflect on our past engagements with our own young union members and we shared insights on how we want to bring the awareness to the next level."

SATS Workers' Union (SATSWU) youth activist Muhamad Fadil

"This Workplan Seminar has focused on getting the participants to brainstorm on what is important for unionists and activists. Somehow, it has reignited the passion in many again."

Young NTUC Vice-President and United Workers of Petroleum Industry (UWPI) youth activist Seah Keng Tia

An e2i Boost For Dairy Farm's Flexi Work Campaign

By **Nicolette Yeo**

What do you do when you can't hire enough workers despite exhausting all methods of recruitment? For the Dairy Farm Singapore group, the solution was to build a pool of regular flexi-time workers from the group of 600,000 economically inactive women and retirees to complement its regular workforce.

The retailer, which manages well-known brands like Cold Storage, Guardian and Giant, is hard hit by the manpower crunch. According to Human Resource Director Carol Yong, at any one time, they are short of about 1,500 to 1,800 workers.

To do so, they kickstarted a group-wide campaign – Dairy Farm Flexi Work – to reach out to 2,000 potential workers. The strategy was to hold a series of job fairs, starting with one on 15 November 2013 at the event hall of NTUC's e2i (Employment and Employability), and subsequent ones at Cold Storage Tampines 1 and Causeway Point, Guardian Jurong Point, and Giant Vivocity and Suntec City.

The allure of this campaign lies in the flexibility it gives workers, whether it is in choosing working hours or selecting preferred working locations, something Ms Yong noted is important to back-to-work women and retirees. A structured buddy system will also be implemented to support the workers and help them adapt to the new work environment.

Workers on the scheme can:

- earn $8 an hour and enjoy weekly payment;
- decide how much they want to work in a week, up to a maximum of 16 hours. They are required to clock in a minimum block of four hours each time within a 24-hour cycle and can choose from eight preferred time slots such as 8am to 12noon, 11am to 3pm, and so on;
- choose to work from the close to 800 Cold Storage, Giant, Guardian, Jasons or Marketplace stores islandwide; and
- choose the position(s) they prefer, ranging from Cashier, Team Leader, Meat Cutter, Baker, Retail Assistant, Logistics Assistant and Seafood Cutter.

NTUC's e2i collaborated with Dairy Farm on the job fairs and also supported them with the development of the registration portal (www.dfsgflexistaff.com.sg) to enable continual recruitment of workers after the job fairs.

Said e2i Chief Executive Officer Gilbert Tan: "e2i is committed to place workers into jobs according to their different needs. We partner companies to customise hiring solutions and reach out to a greater pool of talents. Together with Dairy Farm, we launched the flexi-work campaign to provide opportunities to those who are keen to work but are not able to take up full-time and permanent part-time positions due to current commitments. This new initiative provides more location and time options, which will encourage more women to return to work and more mature workers to continue working."

Ms Yong shared that Dairy Farm, which has a staff strength of about 10,000, has three agendas for the new scheme. With a regular pool of flexi-time workers, it will firstly be able to cross deploy workers across its various brands more effectively.

The campaign will also be promoted amongst existing staff with the hope of encouraging full-time staff to convert to flexi-time or motivate them to work part-time on weekends for extra pocket money.

More importantly, the retailer will be able to optimise labour productivity. For instance, during the festive season, these flexi-time staff can be activated overnight to cope with promotions at its outlets islandwide.

U care *A Labour Movement That Cares*

NTUC Cares For The Elderly

By **Nicholas Lee**

The NTUC-U Care Fund recently made a donation of $500,000 to the NTUC Eldercare Trust on 28 November 2013 as part of its mission to care for the elderly. The donation was to help support and promote the welfare of the elderly through NTUC Eldercare's community-based facilities and services.

Representing the Fund to present the cheque was NTUC Director for Care and Share Department Zainal Sapari, who said: "With our donation to the NTUC Eldercare Trust, we hope to support the needy elderly in our community to enable them to access the daycare services and benefit from the wellness programmes."

NTUC Eldercare Executive Director Chua Song Khim shared his thoughts after the presentation: "We are firstly very grateful to the U Care Fund for providing these funds to us. In view of the increasing needs, NTUC Eldercare is also scaling up its eldercare services; extending our capabilities and our reach. Mr Chua also added that the funds will come in helpful for NTUC Eldercare to enhance its facilities and provide support to its clients, especially in assisting those who need financial support.

NTUC Care and Share Director Zainal Sapari (right) presenting the cheque to NTUC Eldercare Executive Director Chua Song Khim.

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劳资政海员培训课程
组建以新加坡人为核心的航海队伍

2013年11月1日是56名劳资政海员培训课程（TNTA）的学员及其亲友喜庆的日子。当天，共有28名第五届毕业生及28名即将参加半年预备课程的第六届新生参加了毕业礼及授衔仪式。

与会嘉宾国会议长哈莉玛在典礼上致辞时，提醒学员航海生涯并不轻松，但她鼓励学员们下定决心、立定志向以达到成就。

她指出，开办海员培训课程的目的是为了解决新加坡籍海员缺乏的问题。她说："迄今，当局已投入600多万元在这项培训项目中，惠及了130名以上的新加坡人。"

由于有了这项培训课程，已完成国民服役却无法进入本地理工学院修读海事课程的新加坡人将有第二次从事海事业的机会。参加劳资政海员培训课程的学员在毕业后将有机会担任初级海员，起薪为2800元，并能逐步攀上事业阶梯，最终有机会升迁成为特种船只的船长，赚取2万5000元的月薪。

追求美好生活

报读劳资政海员培训课程是莫哈默伊迪斯（30岁）改变人生的契机。原本修读软体工程的他因为对课程失去兴趣，最终导致辍学。只有O水准学历的他尝试当工厂工人和餐厅侍应生等工作，但薪金无法令他满意，日子也过得一般。因此，他决定报读航海培训课程，希望重塑人生。

伊迪斯说，他以前赚取的薪金比同辈少，很难和他们一起去餐厅吃饭。"当金钱成为压力，感觉不好受。"目前伊迪斯受雇于美国总统船务公司，希望收入稳定，早日毕业。

从餐饮业到海事业

第五届毕业生Calvin Chen（26岁）原本是一名餐厅经理，为了薪金他报读劳资政海员培训课程。他在回忆过去的日子时表示："我不满意在餐厅赚取1500元的日子。现在我也一样赚1500元，但在三年后就能获得加薪。"为此，Calvin Chen希望能尽快考取三级证书，成为一名合格的海员。

国会议长哈莉玛（左）亲自为海员培训班学员别肩章。

热忱服务 关心会员

每一名工会人士背后都有各自的故事，都有一股推力，而共同的原因是为了能接触和帮助工会会员。当一名工会会员面对困难或被疾病折磨时，工会人士必定伸出援手。David Tan就是得过工会关心的会员之一。

David Tan是旅游景点、度假胜地及娱乐业雇员联合会的会员，遭受多次中风并有功能障碍的问题，已经好几个月无法工作。幸运的是，该工会秘书长康裕福义无反顾地在他2013年60天的病假用尽后帮助他申请长期病假。

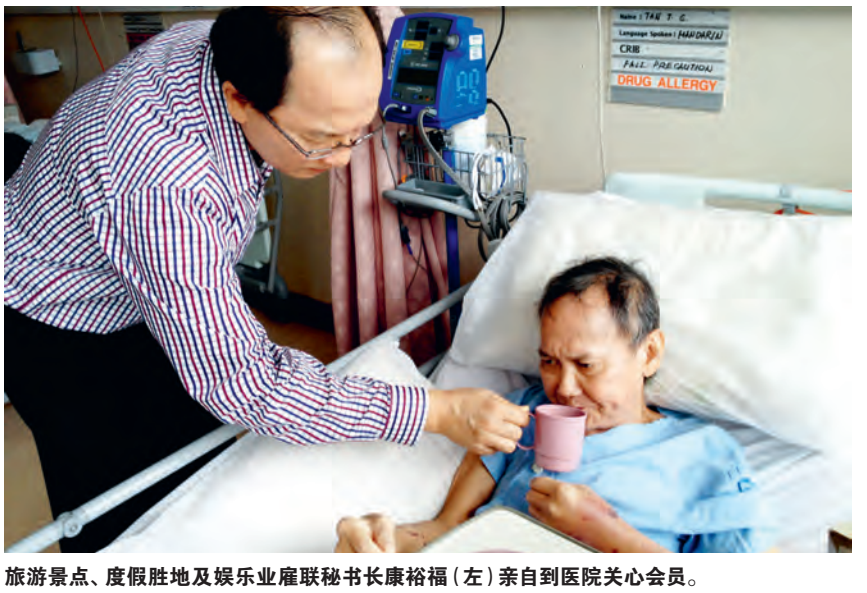
康裕福表示："我们听说David Tan的事，因此亲自到医院探病，了解情况。"经一番谈话后，康裕福了解到David Tan除了医药费负担，三个孩子的教育费也让他担忧，于是便决定协助他向新加坡劳工基金申请补助金。

很快的，在短短三个星期，申请就批了下来，充满感激之意的David Tan获得了1000元的补助金，减轻了生活的负担。

热忱与奉献

作为一名资深的工运领袖，康裕福的服务动力来自他对会员的关怀，以及想要在会员深陷困境时伸出援手。他的服务热忱还表现在努力接触非会员，告诉他们工会确实能代表工友发声，例如康裕福最近便致力接触那些还没有组建工会的公司，并向他们的员工介绍工会。

康裕福热衷工运，关心会员，在工会中人人皆知。旅游景点、度假胜地及娱乐业雇联助理执行秘书Raven Lee指出，康裕福所累积的丰富经验是他的强项："他多年处理工友不满的经验，让他知道该如何帮助工友。除此之外，他与多个有组建公司的管理层维持良好的关系也非常有帮助。"



旅游景点、度假胜地及娱乐业雇联秘书长康裕福（左）亲自到医院关心会员。

康裕福的座右铭是特丽莎修女的名言："无关你做了多少，而是关乎所做之事中你付出了多少爱。"

Next U
帮助幼教老师提升技能

自今年初起，学前儿童业者对于职总恒习中心属下Next U卓越服务学院开办的执行人员课程需求殷切。

新加坡目前有1万多名托儿所从业人员，托儿所业者也正不断改善营运和提升能力以满足日益提高的要求。

Next U卓越服务学院与迪斯尼学院有超过两年的持续合作关系，旨在帮助新加坡公司通过卓越服务获得更好的营运成果。透过与迪斯尼学院的合作，Next U卓越服务学院与企业合作开发适当的解决方案，以满足各行业的需求。

为了满足家长的需求，托儿业者继续致力于提供优质服务，而在这之中，搞好与家长的互动和交流是关键。截至目前为止，已有五家优质学前教育业者了解到让校长、教师和助理掌握软技能的重要性，从而让他们懂得如何与学童和家长交流互动，提供专业和优质的服务。这些学前儿童业者包括职总幼乐园、Little School House、馨乐园幼儿园、现代国际蒙特梭利和Agape。

托儿所所长、老师和幼儿与家长之间的关系对于孩子的成长至关重要。特别设计的培训课程可让托儿业者掌握相关技能，以便提供超乎家长期望的个人化服务，确保业者能与儿童的家人持续互动。

这项内容充实的劳力技术资格认证课程有特定化和个人化的班级，目的在于帮助幼教专才掌握知识，并应用所学到的技能为忙碌的家长提供更好的服务。在课程内容方面，包括解读家长肢体语言、掌握反应时机、配合家长需求提供建议，以及专业跟进情况。

Agape Little Uni校长Dionne Neo表示："衡量一间托儿所的办学质量，不仅在于业者花了多少时间与儿童互动，还在于他们是否对内对外都令人满意，是不是实践爱心、智慧、正直、纪律和热忱的核心价值观。我们坚信学前教育应为儿童扎下稳固基础，而教师在儿童的品格培养方面具有树立榜样的作用。"

Next U卓越服务学院院长Paul Neo表示："孩子是父母的宝贝，我们希望给予他们最好的东西，而最棒的礼物莫过于在成长过程中让他们培养热爱学习的习惯。为此，托儿所的学习是关键性的起步，幼教老师则在诱导孩童向上向善方面扮演重要角色。"

建屋局职联
扩大接触非会员

2013年11月19日，国会议长哈莉玛在出席建屋局职员联合会的会员推广日活动时指出："会员是工会的血脉。少了强大的会员做后盾，工会将会非常脆弱而无法有效代表会员的权益。"约有200名会员及非会员，以及建屋发展局管理层代表和建屋局执行理事会共同参与了这项早晨活动。

建屋局职联顾问哈莉玛对该工会获颁工作场所伙伴（金）奖表示赞许并指出："我认为大家不应轻忽良好的劳工–管理层管理的重要性。"她补充说，良好的劳工–管理层关系不会自然建立，而是须要持续努力培养才行。

在活动结束时，哈莉玛呼吁建屋局职联进一步在建屋局扩大接触专经执人员（专业人士、经理及执行人员）："我希望建屋局成为公共服务部门的好榜样，积极介绍专经执人员成为工会会员后所享有的福利。"

这项会员推广日以非会员为目标，活动内容包括讲述工会会籍、职总青年团和工会福利三个部分。此外还有两名来自工会附属少年团体nEbO的表演者的精彩表演。建屋局职联会长许雅善表示，举办这项活动的目的是让更多人了解工会及它为会员带来的福利。

他说："这是我们第五年展开会员推广日活动，希望能借此接触更多非会员，从而向他们分享除了社会福利外，会员还将获得工会代表他们与资方进行集体谈判，以及处理会员的申诉。"

建屋局职联顾问哈莉玛（中）亲自将会员卡交给新入会的高级职员，陪同她上台的是建屋局职联会长许雅善。

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团结一致 不受孤立事件而动摇

2013年12月8日晚上，一名印度籍建筑工友不幸在小印度被一辆私人巴士撞到身亡，于是引发了骚乱，约400多名情绪激动的外籍工友在混乱中，打伤了39名警察和民防部队队员，并纵火烧毁25部执法车子，包括16辆警车。

针对这起严重事件，全国职工总会秘书长林瑞生表示，国人不应将我国多年来享有的和谐与安宁视为理所当然。

他指出，过去多年来，工运不遗余力确保各种族工友彼此和睦工作和生活，并在过去10年来不断在职场促进社群沟通，而在骚乱发生后，工运即在属下工会及有组建工会的公司内透过“社区参与协调员”网络，明确传达小印度骚乱只是一起孤立事件，并且不应让这起孤立事件影响工作场所的安宁与和谐。与此同时，工会也促请全体工友保持冷静，继续以互相尊重的态度对待彼此。

林瑞生表示，工运将继续促进社群沟通，并且密切关注骚乱后的情况。他透露，在一些有组建工会的公司内，管理层与工会已联手向工友强调，一小群工友的言行不能代表大多数工友的态度。工运仍相信绝大多数外籍工友都遵守法律，他们离乡背井来新加坡赚钱养家，对我国的经济和社会做出贡献。

林瑞生有信心，只要工友、工会和公众提高警惕，我国社会的和谐与安宁将不会被这起孤立事件所影响。而且，只要大家携手合作，我们完全可以改善条件，从而让大家享有更优质的工作、更优渥的工资，并过上更美好的生活。

外劳中心将援助身受骚乱影响的工友

在2013年12月9日发布的声明中，外劳中心主席杨木光对不幸在小印度身亡的工友和身在前线执法的人员表示深切的慰问和关注。他透露，外劳中心已经和不幸身亡工友的雇主联系，确保提供必要的援助和善后的工作。此外，外劳中心也将给予身受影响的工友提供精神上和法律上的安慰和援助，并继续与其合作伙伴康侍（Health Serve）继续为工友提供必要的保健服务。

杨木光呼吁在我国工作的外劳留意我国法律，若工作上和生活上遇到什么问题，可以到外劳中心寻求援助。他表示：“那晚的事件清楚表明，安宁与和谐并非理所当然。外劳中心将一如既往，致力促进外劳融入我国社会和社区。让我们继续在工作和生活中向外劳伸出友谊之手。”

关怀社区 创造欢乐

职总秘书长林瑞生（坐在长桌左端）特地从忙碌的行程中抽空到“U关怀送暖到社区”活动现场与受益人士进行互动交流。

关怀有许多方式，这次工运的方式是动员19个工会和社群一起手牵手、心连心，为超过750名来自20个慈善团体的弱势群体人士带来欢笑。

这项名为“U关怀送暖到社区”的大型慈善活动于2013年12月10日举行。在职总U关怀基金、工会及职总俱乐部的赞助下，受益人士得以在现场享用丰富的午餐和观赏由拉斯维加斯魔术师纳丹布尔顿呈现的喜剧魔术表演。

另外一项活动亮点是U关怀展览，展出57个工会和社群整年进行的社区服务计划。职总秘书长林瑞生特地从忙碌的行程中抽空到场参观了这项展览，并与现场的受益人士进行互动交流。

职总关怀与分享署长再纳在魔术表演开始前致辞时向出席者表示：“今天的活动名为‘U关怀送暖到社区’，是工运展现对弱势群体的关爱方式之一。在这佳节来临之际，我们特别想为受益人士带来欢乐。”

再纳也说：“作为工运，我们相信以身作则，带头帮助社会上的弱势群体极度重要。这是我们的企业社会责任之一。”

“工运的基因就是为社区作出有意义的贡献。我们希望能做更多、做得好及做好事，而我认为我们将会继续鼓励工会寻求方法支持那些向全国展开的计划，从而建设更加包容的社会。”

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