

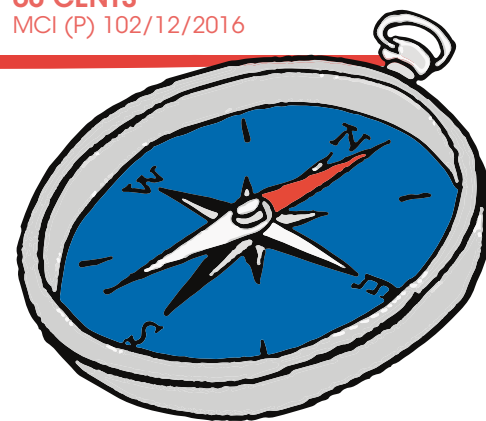
# "thisweek

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The Labour Movement gives one last salute to **Cyrille Tan** – our friend and brother.

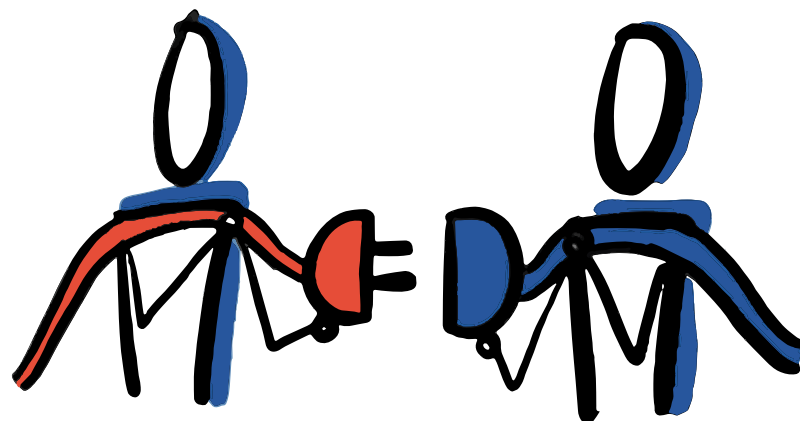
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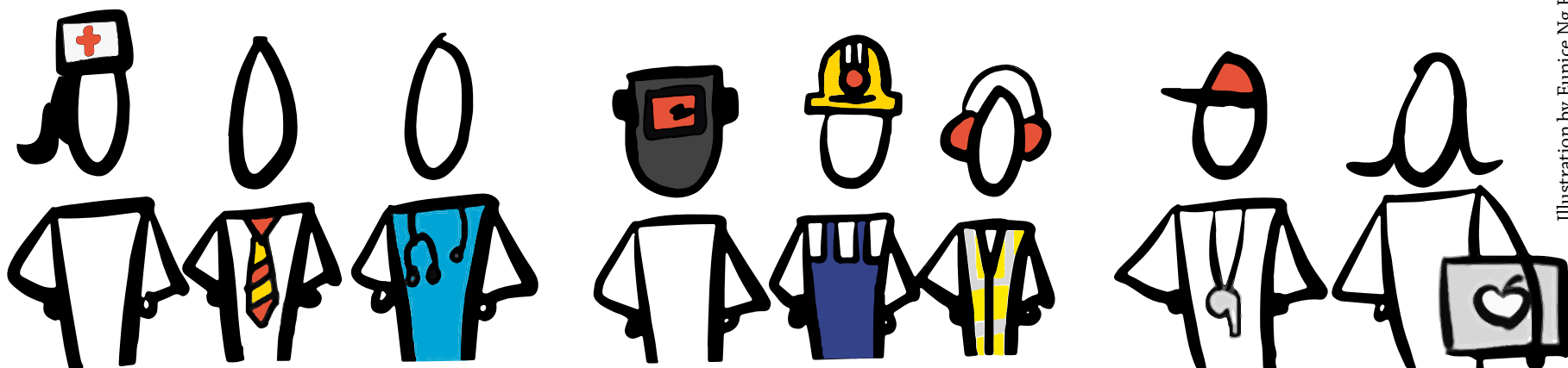
The Labour Movement makes pivotal changes to ensure it remains strong, relevant and representative.



cut along here for this special 12-page booklet



## A Strong, Relevant & Representative Labour Movement



# A Labour Movement for All Workers

NTUC updates its constitution to stay strong, relevant and representative.

By **Fawwaz Baktee**

Additional Reporting by **Shukry Rashid**



**N**TUC updated its constitution on 15 November 2017 to expand its network to represent all workers in Singapore, regardless of sector, collar, or nationality.

Some 410 delegates from NTUC-affiliated unions voted on the update during the NTUC Ordinary Delegates' Conference (ODC) 2017 held at the Suntec Convention and Exhibition Centre. Almost 97 per cent of voters favoured the amendment.

Over 740 delegates and observers attended the ODC this year.

NTUC President Mary Liew said the result gives NTUC the mandate to move forward "to represent more of our workers" and "continue to work to touch their lives".

NTUC Secretary-General (SG) Chan Chun Sing said: "What the constitutional amendment means to the Labour Movement is that today, we tell the world that we will not concede our ability to organise all working people in Singapore. This Labour Movement is not about only serving some workers. This Labour Movement of ours is determined to make sure that we are a representative, relevant and strong force to represent all workers in Singapore."

SG Chan also highlighted the importance for the Labour Movement to keep up with the needs of working people, especially when technological disruptions will result in the creation of new jobs and need for new skills.

## FEEDBACK FROM THE GROUND

Touching on the amendment, Healthcare Services Employees' Union President K Thanalethimi said: "The update shows that union leaders are well-equipped to go for the next leap of the transformation of NTUC. The result gives a legitimacy for NTUC to become what it needs to be to stay relevant and strong. This is to ensure all workers have better lives Singapore."

Singapore Insurance Employees' Union General Secretary Luke Hee said he is heartened by the result of the vote.

"I'm quite happy as the delegates are progressive and we understand the importance of collective strength to do what we need to. I think the amendment is about collective strength, which I think is great," he said.

However, Mr Hee is concerned about the details with regard to the role of unions in the expanded network.

He said: "How are we going to work with them [U Associates and U SMEs]? How are they going to support the core, which is the traditional union? I think those are the key parts that everybody will be anticipating. It is one thing to say that we agree that we want to organise these people into the Labour Movement, but moving forward how can they support the core functions of the union? The unions also have to be collectively engaged at a bigger and deeper level."



## Introduction

Over the past few months, our union leaders have actively participated in various engagement and brainstorming sessions with a singular focus – to discuss and reaffirm how we can continue to be a strong, relevant and representative Labour Movement.

From our beginnings in the 60s, we've built upon the strong foundation of trade unionism at our core, to grow and progress with Singapore; reshaping ourselves to stay relevant amid rapid technological progress, industry disruptions, emerging forms of work and the changing landscape of work and the worker.

While our Labour Movement's mission to serve our working people has not changed, it is important that we continue to adopt progressive approaches to be dynamic and responsive to working people's needs and aspirations.

We have captured in a 12-page booklet the myriad of ideas and suggestions surfaced over the past few months as well as at the NTUC Pre-Ordinary Delegates' Conference 2017. We hope it will serve as a visual reminder of the work that lies ahead as we move forward as one Unusual Labour Movement family.

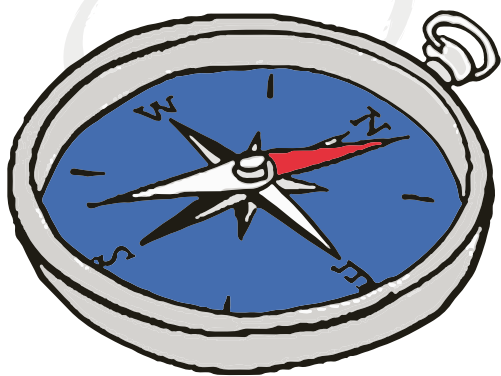
**NTUC**  
ordinary  
Delegates'  
Conference  
2017

## CHARTING THE FUTURE

Delegates at the NTUC Ordinary Delegates' Conference (ODC) 2017 endorsed a set of nine papers that charts the Labour Movement's future direction. According to NTUC, the papers are a culmination of months of discussion by union leaders from all NTUC-affiliated unions.

- 1 The **Labour Movement Compass** will formalise the Labour Movement's approach in serving workers in Singapore.
- 2 **Unions** will expand their outreach to represent all workers, removing any artificial divide that exists today. Unions will step up efforts in placement and progression in addition to its protection and privileges roles.
- 3 The Labour Movement will leverage its network of **U Associates** (professional guilds and communities) to enable PMEs (professionals, managers and executives) to expand their professional network, and acquire deeper and broader competencies to stay competitive.
- 4 The **U SME** network will serve workers in small- and medium-sized enterprises (SMEs) by partnering bosses and HR managers to equip them with capabilities to take care of their workers.
- 5 The **U FSE** network will work with tripartite partners to establish industry standards and fair engagement practices to better protect freelancers and the self-employed (FSE).
- 6 The **Migrant Workers' Centre** and the **Centre for Domestic Employees** will increase awareness of migrant and foreign domestic workers' rights, expand their network of ground leaders to sense and manage ground sentiments, and leverage partners to serve the needs of migrant workers in Singapore.
- 7 **NTUC Social Enterprises** will refresh their products and services to meet the needs of workers and their families. Collectively, the social enterprises will harness data and compete as an integrated group.
- 8 The **U Career Network** will be strengthened to give workers timely and relevant insights on training and job opportunities. The Labour Movement aims to establish a lifelong relationship with workers starting from their schooling years.
- 9 **Good stewardship** and **strong governance** will guide unions in coming up with the best financial management practices.

*\*See booklet below for details.*



## OUR LM COMPASS

### Strong alignment with LM Compass

- Boost trust and understanding among stakeholders

### Strong tripartism and symbiotic relationship with PAP

- Understand better how each other work through attachments and programmes such as the LM Attachment Programme
- Continue to support a pro-worker government
- Highlight why an NTUC-PAP symbiotic relationship is important when training union leaders

### Strong and capable leadership

- Unions to work closer with union advisors
- Work with training institutes to create stronger training and development roadmaps for union leaders

# Forging a New Way Forward

The NTUC Ordinary Delegates' Conference saw the Labour Movement map out nine areas of focus for the future. We zoom in on six that have outcomes.

By **Shukry Rashid**

## HELPING RANK-AND-FILE WORKERS PROGRESS

The Labour Movement will continue to increase the scope of representation for rank-and-file workers, match them with relevant training and leverage tripartite relationships to protect them.

One example is the public healthcare industry, where the Healthcare Services Employees' Union signed partnership agreements with six healthcare clusters on 3 July 2016 to update and harmonise Collective Agreements across the board.

The process started in February 2015 and involved discussions with both the Health Ministry and the various healthcare clusters comprising National University Health System, National Healthcare Group, Singapore Health Services (SingHealth), Alexandra Health System, Jurong Health Services and Eastern Health Alliance.

The move helped to improve benefits for some 50,000 workers in areas such as higher salary ranges, implementing the re-employment age ahead of legislation, career development opportunities, and adopting

flexible work arrangements and the Progressive Wage Model.

This also led to greater productivity and efficiency, and strong bipartism between the union and various management partners.



## FUTURE-PROOFING PROFESSIONALS, MANAGERS AND EXECUTIVES (PMES)

The Labour Movement will continue to increase the scope of representation for PMEs, upskill them through bite-sized training and enable them to leverage the extensive Labour Movement network for industry-related expertise and opportunities.

Take for example Wong Yoke Soon, 48, who has over 15 years of experience in HR. His company redeployed him to another role in quality and compliance but the role did not suit him and he eventually left the company.

The Chemical Industries Employees' Union member was referred by the union to the U PME Centre where a career consultant gave him advice such as tweaking his resume and LinkedIn profile, all to boost his morale and improve employability. The career consultant also linked Yoke Soon up with NTUC's e2i (Employment and Employability Institute) for executive workshops.

He finally secured a job after being unemployed for six months.



## LOOKING AFTER WORKERS IN SMALL- AND MEDIUM-SIZED ENTERPRISES (SMES)

The Labour Movement will share good employment practices with SME bosses and HR to equip them with capabilities to take care of their workers.

Ang Suan is a good example of a boss who has benefited. She underwent the e2i-funded U SME-Singapore University of Social Sciences (SUSS)



executive development programme last year and picked up the latest information on business models, trends and operations.

The course also inspired her to upgrade her employees' skills, and introduce new technologies to enhance productivity. Besides tapping on e2i's Inclusive Growth Programme, Ang Suan also plans to work enroll her management staff into the Operations Management Innovation Programme conducted by Singapore Institute of Manufacturing Technology in collaboration with NTUC LearningHub. She hopes the course will help her staff change their mindsets and understand the benefits of upskilling and productivity improvements.

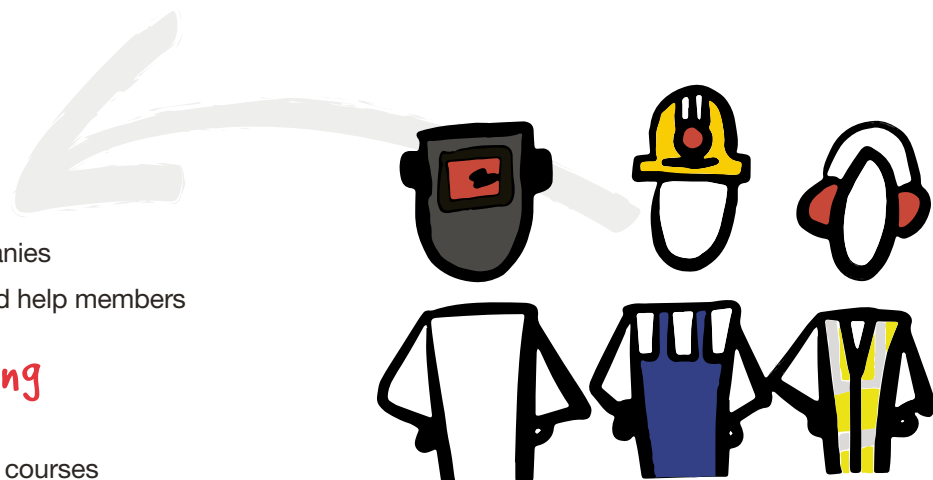
## Increase scope of representation

- Unions to look into representing contract workers
- Lobby for good re-employment practices among companies
- Use schemes and technology to better connect with and help members

## Match workers with relevant training

- Work with training consultants to upskill workers
- Leverage LM Network to create modular-sized training courses
- Change workers' mindset to take on new skills and job roles
- Work with employers to provide flexi-hours and budget for training

## Leverage tripartite relationships to protect workers



**HELP RANK & FILE  
WORKERS PROGRESS**

**PROTECTING FREELANCERS AND THE SELF-EMPLOYED**

To look after the interest of freelancers and self-employed workers, the Labour Movement will enhance their protection and privileges. It will also establish industry standards and fair practices, and provide these workers with platforms for networking and validation of services.

One self-employed individual who experienced a learning opportunity is web designer Dean Loh, 43, who attended the masterclass titled "Live Local, Go Global – Become a Freelance IT Project Manager" organised by IOTalent and NTUC U FSE on 31 August 2017.

Through the masterclass, he met like-minded individuals and experts in his field and picked up knowledge that "cannot be learned in the classroom".

He thinks an initiative like this will benefit freelancers who are looking to gain more perspectives, and hopes to see more of them.

**ENGAGING MIGRANT WORKERS**

The Labour Movement will increase awareness of migrant workers' rights and identify ground leaders to enhance two-way communication between migrant workers and the Labour Movement.

The Migrant Workers' Centre (MWC) has already been working to raise awareness of migrant workers' rights and promote their integration into the Singapore society. Its grassroots network has

a core group of about 1,000 migrant workers on the ground to spread community messages and act as SGSecure ambassadors.

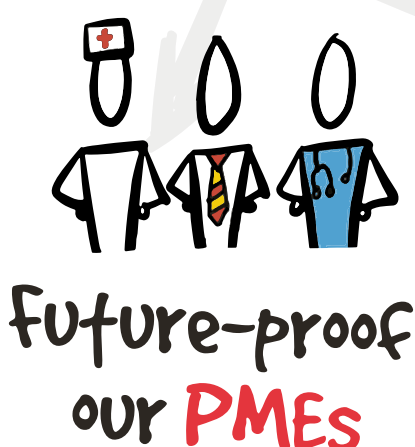
MWC also engages locals and youths to work with schools to raise awareness about migrant workers issues through service learning programmes, learning journeys and various activities. Some of them went on to become MWC volunteers. Through these, MWC hopes to improve the perception of migrant workers among Singaporeans.

**STRENGTHENING NTUC SOCIAL ENTERPRISES' NETWORK AND SERVICES**

The Labour Movement plans to enhance the range, affordability and accessibility of the products and services offered by NTUC's Social Enterprises (SEs).

In April 2017, NTUC's SEs distributed the NTUC Good Start Bundle (GSB) as a gift to new parents at an Embracing Parenthood Movement event. The GSB aims to help parents in practical ways on their parenthood journey, and comprises a one-year IncomeShield insurance coverage for the baby by NTUC Income and the "Early Experiences Matter: Parent-Child Activity Book" by NTUC First Campus.

To date, more than 25,000 families have received the GSB.



**Future-proof  
our PMEs**

**Increase Unions' scope of representation**

- Extend or vary scope of representation for different groups of working people through Collective Agreements or MOUs
- Leverage LM Network to reach out to PMEs and facilitate sharing of resources
- Have a fluid membership system to retain members who may change jobs or professions

**Upskill PMEs through bite-sized training**

- Work with e2i and IHLs to develop programmes to prepare locals for ITMs, and international industry exposure
- Engage associations to identify future skills and talents needed for industries

**Leverage LM Network for industry-related expertise and opportunities**

- Develop a pipeline of practitioners who can help build awareness on career paths for PMEs and keep them passionate through mentorships
- Tap on U Associate's industry knowledge to position PMEs for career and professional development opportunities, both locally and globally
- Leverage technology for new ways to learn and stay connected. For e.g., live streaming and online networking events
- More Union-U Associate partnerships to identify and bridge skills gaps

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# The Future of Tripartism

Tripartism takes centre stage during the LM Conversations dialogue between union leaders and national leaders after the NTUC Ordinary Delegates' Conference 2017.

By **Jonathan Tan**

**T**he strength of the Labour Movement's (LM) network and the unique brand of tripartism at its core were the focus at the special LM Conversations dialogue, which took place after the NTUC Ordinary Delegates' Conference 2017.

The session saw close to 1,000 union leaders and representatives from unionised companies, NTUC Social Enterprises, U Associate, U SME (small- and medium-sized enterprises) and U FSE (freelancers and self-employed) engage tripartite leaders on topics that matter to workers.

The session saw Minister for Manpower Lim Swee Say; Minister for Health Gan Kim Yong; Minister for Education (Schools) and Second Minister for Transport Ng Chee Meng; Minister for Education (Higher Education and Skills) and Second Minister for Defence Ong Ye Kung; Minister in the Prime Minister's Office, Second Minister for Home Affairs and Second Minister for Manpower Josephine Teo; and Singapore National Employers Federation (SNEF) President Robert Yap share their perspectives on the various topics.

These included the importance of tripartism to Singapore, lifelong learning for workers, the role of social enterprises and national manpower policies such as the Industry Transformation Maps (ITMs).

Here are the key highlights:

## TRIPARTISM

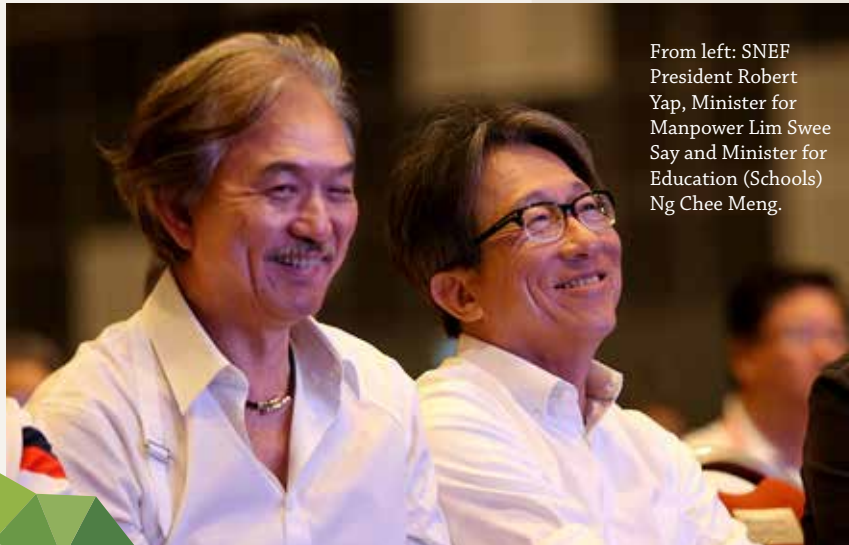
“ This strong symbiotic relationship between the ruling party and NTUC has enabled us to work together and strengthen the working relationship. What's important for us to recognise is that as a Labour Movement, we want to support a Government that is pro-people. As a Government, we must support a Labour Movement that is pro-worker. As long as we have a pro-people Government and a pro-worker Labour Movement working together with a strong symbiotic relationship, I believe that the future of tripartism will be bright ... The end objective has always got to be improving the lives of people for the better.”

*Minister for Manpower Lim Swee Say*

“ We are in a very unique tripartite relationship that we must protect, cherish and transform to be ready for the future. We employers pledge full support to this tripartite movement, and by working together, we can all have a better future.”

*SNEF President Robert Yap*

From left: SNEF President Robert Yap, Minister for Manpower Lim Swee Say and Minister for Education (Schools) Ng Chee Meng.



## Share good employment practices with SME bosses and HR

- Work with Government to incentivise employers to have pro-worker practices
- Unions to share good employment practices with SMEs HR

## Increase knowledge of LM's value-add

- Leverage SEs' collective expertise to share best practices and know-how with SMEs
- Harness technology to widen SMEs network and encourage knowledge sharing, and give workers access to bite-sized training on the go

## Bring SME workers into our fold

- Allow SMEs flexibility in providing LM Network benefits for their workers via the U SME Corporate Membership.



Look After our  
**SME workers**

“The strength of Singapore’s tripartism took many years for us to build. This is the important part of it – the bond and the trust that we have in one another, especially during crises. And always bearing in mind the importance of tripartism and how can we be fair and equitable to our workers while making sure that our enterprises can survive and thrive so that our workers can continue to have good jobs ... This doesn’t happen naturally and takes a lot of effort from all of us to grow the relationship, deepen the trust between our leaders at every level all the way down to every member of our unions.”

*Minister for Health Gan Kim Yong*



### **SOCIAL ENTERPRISES**

“We can certainly look for opportunities to collaborate with social enterprises and carve out more space where they can contribute and do well. We are happy to find opportunities to develop specific sectors such as senior care and nursing homes, for example. These are areas where we need to quickly develop our capacity and capability. I have also told NTUC Health and other leaders in aged care services to see whether they can also provide training for healthcare staff, especially home care staff and caregivers so that they can take care of seniors at home. This is one of the responsibilities of social enterprises.”

*Minister for Health Gan Kim Yong*

### **LIFELONG LEARNING**

“[Through new methods such as applied learning], we are trying to reduce the overemphasis on academics and promote the intrinsic joy of learning that is needed for lifelong learning. [This will help] whether you are a student or a worker, and getting our kids out of the classroom and applying their skills. [This is] so that they can train that innate curiosity to explore, discover and make something of themselves, and contribute to society and hopefully in their whole life journey, create good business opportunities and good jobs for Singapore.”

*Minister for Education (Schools) Ng Chee Meng*



“SkillsFuture is about discovering [a] passion for what you like to do. Second, you must be determined to master it. Third, chances are, you will be spending your whole life mastering it. We are building up that system to support you in mastering whatever you set your mind to. I have always wanted to mobilise our educational resources to do training for workers. Why? Because I think we have built up a very strong pillar of employers training our workers. That is a key strength of our system. We have also built up a strong industry base of private sector training for workers. This second pillar is also very strong.

I have always felt that the system is not complete, and that third pillar is our institutes of higher learning (IHLs), like universities, polytechnics and institutes of technical education, also training workers. These IHLs are also undergoing transformation, where they are going to be institutes of lifelong learning.”

*Minister for Education (Higher Education and Skills) Ong Ye Kung*

### **INDUSTRY TRANSFORMATION**

“With the ITMs making every job a better job, and SkillsFuture making every worker a better worker, the Ministry of Manpower (MOM) will try to match every better worker to every better job. Again, can MOM, NTUC or employers do it alone? They have to do it together.”

*Minister for Manpower Lim Swee Say*

“In the journey towards industry transformation, the most important component is jobs and skills. The transformation at the company level and adoption at the individual level has to go hand-in-hand ... It will be difficult, but we must be determined because the two must move in step. Companies must transform, workers must adapt. Only when the two come together will we be able to see some real progress.

How far and how deep our industry transformation can go has a lot to do with a company’s attitude and how they value workers. Not just thinking of them as a human resource, but as human capital that can be grown. This is where we must work together to strengthen the human resource capacity within all our companies.”

*Second Minister for Manpower Josephine Teo*



**Protect our Freelancers and Self-Employed**

### **Enhance coverage, protection and privileges**

- Advocate fair treatment and recognition
- Work with LM to aggregate demand for health insurance, to mitigate loss of income
- Champion legislation and policy review to protect freelancers and self-employed in work injury insurance and CPF contributions

### **Establish industry standards and fair practices**

- Explore licensing to enhance professional standards
- LM to encourage individual training and aggregate demand for relevant and customised courses

### **Provide platform for networking and validation of services**

- LM to work with partners on buyer education to help them make informed decisions when they engage freelancers
- To bring communities and aggregators together on fast-yielding projects to create a more vibrant business environment
- Tap on expertise and resources within LM for possible economies of scale. For e.g., marketing and public relations efforts
- Leverage LM Network to establish a platform that verifies reliability and quality of freelancers’ services, and that also links freelancers to service buyers

# Hello, Do You Need a Career Guide?

Half a year after the launch of the U Career Network, we speak to two volunteers to find out how they have been using their experience to help individuals find the right careers.

Story and Photo by **Avelyn Ng**



**S**athyavani Krishnan, 22, may have just joined the U Career Network (UCN) as an ambassador in October 2017, but she has been helping individuals find their career calling way before that.

As the president of the Singapore Polytechnic's Education and Career Guidance Extra-Curricular Activity, Vani, as she is more popularly known, organises workshops and provides resources to prepare students for the workforce.

"I figured that since I went to JC [Junior College] and now I'm in polytechnic, I have both sides of the story to tell. If anyone from my cohort is struggling, trying to decide whether they should leave poly to go to a JC, or even come to a poly in the first place, I have some experiences to share with them," explained the Year 2 student.

## TAKING A BREAK

Unable to enter the public universities with her A-Level results in 2015, Vani's only avenue then was to further her studies at a private university, but it proved too costly.

She decided to take up some contract jobs while thinking about her next move. After a stint in a multinational company, she was inspired to pursue a career in marketing and signed up for a diploma in international business in 2016.

As an ambassador, Vani often advises her peers not to be afraid to go against societal norms and take a gap year to explore their interests.

She added: "A lot of students tend to take odd jobs during their holidays. It's not something

they want to do for the long-term but more for the money. I always encourage them to go for internships and networking sessions instead.

"You really have to try out a job to see if it is something that suits you. I wanted to be a vet but after volunteering at a pet clinic, I realised I cannot deal with their deaths. Now, I'm really sure I want to do marketing instead."

## EMBRACING IMPERFECTIONS

While ambassadors help their peers discover passion and decide educational paths, UCN also recruits experienced mentors from various companies to share their knowledge with professionals through talks and personal guidance.

One such industry mentor, Tan Teng Cheong, said that mindsets and expectations also have a part to play when making career choices.

He said: "The candidate looks for the company that gives good prospects, high pay and work-life balance. The company looks for a candidate that can come in and be productive from day one. When the imperfect is looking for the perfect, you do not have a match."

Teng Cheong, who runs recruitment agency for infocommunication technology professionals, said that organisations such as NTUC's e2i (Employment and Employability Institute) are crucial in bridging companies and candidates.

He also recommended companies to include all parties involved in the selection process to conduct panel interviews so that the candidate is evaluated holistically and fairly. The time taken for hiring can also be reduced by as much as 50 per cent.

## ABOUT UCN

U Career Network builds a network of professionals, community leaders and partners to support workers through their career journey, from pre-employment to post-retirement.

It comprises four groups of facilitators:

- ▶ **Employability Coaches:** Full-time certified specialists to provide one-to-one career guidance.
- ▶ **Associate Coaches:** Complements employability coaches on a part-time or voluntary basis.
- ▶ **Employability Ambassadors:** Volunteers from institutes of higher learning as well as grassroots and various youth communities help to raise awareness of employment and employability resources.
- ▶ **Industry Mentors:** Experienced professionals with deep industry knowledge to provide small group mentoring or industry-related talks.

**i** Looking for career assistance? Or want to volunteer your time? Find out more at [e2i.com.sg/individuals/u-career-network](http://e2i.com.sg/individuals/u-career-network).

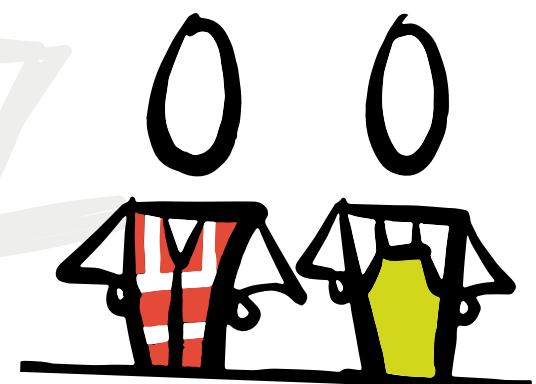
## Enhance awareness of their rights

- Increase awareness through orientation courses or induction programmes
- Encourage inclusive programmes at the workplace to foster bonding
- Leverage technology to improve communication

## Identify ground leaders to encourage and enhance two-way communication between migrant workers and LM

- Leverage SEs collective expertise to share best practices and know-how with SMEs
- Harness technology to widen SMEs network and encourage knowledge sharing, and give workers access to bite-sized training on the go

## Manage ground sentiments



Engage our  
Migrant Workers

# The Power of Dreaming Big

A technician finally gets the chance to realise his lifelong-learning dream through a study award for the power sector.

By **Shukry Rashid**

**H**aving spent almost 20 years with Senoko Energy, Abdul Jamil Muhammad always felt like he could have done more to contribute to the company. However, having only an N-Level certificate, he did not have the qualifications to do so.

Although he has gained valuable experience through learning opportunities and on-the-job training with his company, the senior technician realised he needed to get better qualifications.

He tried to apply for courses related to his line of work at polytechnics and the Institute of Education (ITE), but was repeatedly turned down because he lacked an O-Level certificate.

"It's not like I didn't try, I tried many times," said the 47-year-old, who first joined Senoko Energy as a technician.

Abdul Jamil saw his wish come true when he became one of the 10 recipients of the first SkillsFuture Study Awards for Power Sector given out by the Energy Market Authority last month. The awards support a range of courses at the ITE, polytechnics and universities.

He is now pursuing a mechanical engineering course at the ITE.

## PILLARS OF SUPPORT

Abdul Jamil has been a Union of Power and Gas Employees (UPAGE) member since he joined Senoko Energy. Through the advice and support from human resources colleagues and UPAGE, he plucked up the courage to pursue his lifelong-learning

ambitions and has plans to continue to improve himself.

"I am not intending to stop here. I hope that I can go on to take up a diploma course at a polytechnic. This will widen my knowledge and enable me to contribute more effectively at work," he said.

UPAGE General Secretary Abdul Samad Abdul Wahab, who saw Abdul Jamil receive the award, said: "Our workforce must be equipped with the current skillsets to keep the lights on and gas flowing. We are pleased that the Government is taking a proactive approach to support Singaporeans in deepening their skills. We strongly encourage our union members to apply for this award to further develop their potential."

## MEETING CHALLENGES

The awards were presented by Senior Parliamentary Secretary for Education and Trade and Industry Low Yen Ling on 25 October 2017 at the Singapore International Energy Week 2017 event at Marina Bay Sands.

Ms Low noted that the energy landscape is rapidly changing and Singapore needs a capable and highly skilled workforce to build a smarter and more sustainable energy system while maintaining security and reliability.

She also thanked all stakeholders for building the capabilities of the workforce in the power sector, including the employers and UPAGE.



## ABOUT THE AWARD

Launched in July last year, the SkillsFuture Study Awards for Power Sector aims to support early to mid-career Singaporeans in the industry who want to deepen their skills in power engineering. Each recipient received a bond-free award of \$5,000 to take care of training expenses for engineering courses related to the power sector.

**i** Interested applicants can find out if they are eligible for the award and apply online at [www.skillsfuture.sg/studyawards/power](http://www.skillsfuture.sg/studyawards/power).

## FAST FACTS

- ▶ Singaporeans with at least two years of engineering work experience in the power sector (electricity and gas) or related sectors can apply for the awards.
- ▶ They must meet entry requirements for relevant engineering courses offered by institutes of higher learning.
- ▶ Courses range from certificates to Master's degrees.
- ▶ Application is open all-year round. Applications will be processed about weeks after submission. Shortlisted applicants will be notified by post or email.



Strengthen our  
**Social Enterprises Network  
and Services**

## Increase SEs' range of products and services

- SEs can leverage our network of unions and external partners to organise activities and initiatives for members
- SEs to compete as a network, employ data analytics to recommend services that meet members' needs and help working people 'stretch their dollar' across different life stages

## Enhance affordability and ensure accessibility of SE services

- SEs to continue to price essential products and services competitively to benefit all working people
- Leverage technology across the SEs network for members to enjoy greater convenience, access and customer experience
- SEs to explore partnerships with unionised companies to provide medical claims and outpatient benefits for better costs management

## Increase Unions' support for SEs

# REMEMBERING CYRILLE TAN SOO LENG

The Labour Movement expresses its deepest condolences to the late former NTUC Vice-President's family and salutes the man for his lifetime contributions.

By **Ramesh Subbaraman**

**F**ormer NTUC Vice-President and past United Workers of Electronics & Electrical Industries (UWEEI) General Secretary Cyrille Tan Soo Leng passed away on 10 November 2017.

He was 67. He leaves behind his wife and two sons.

Brother Cyrille was UWEEI consultant at the time of his passing.

In their condolence letter to his family, both NTUC President Mary Liew and NTUC Secretary-General (SG) Chan Chun Sing described him as an iconic figure, well known for his generosity, gregarious nature and kindness.

"He has left an indelible mark on the Labour Movement and many generations of union leaders to come will continue to be inspired through the example of his life," said President Liew and SG Chan.

## THE FEARLESS UNIONIST

To many who had known Brother Cyrille, he was their brother-in-arms, union leader, mentor, friend and golfing *kaki*.

He began his union journey in 1981 when he volunteered as a union leader with UWEEI.

In 1984, Brother Cyrille was elected as UWEEI's president. By 1990, he had moved on to become its general secretary, a post he held till he stepped down in February 2012 to make way for a new leader.

"He was instrumental in preparing and guiding the electronics workers as the industry transformed and restructured over the past three decades. With grit and positivity, he helped both workers and management alike overcome three major recessions and strongly encouraged members to upgrade their skills. He frequently spoke up for our workers and championed for their rights – and did so earnestly, fearlessly and passionately," said President Liew and SG Chan.

He also held several positions in the NTUC Central Committee. From 1994 to 1997 and 1998 to 2003, he was the NTUC Secretary for Financial Affairs. From 1997 to 1998 and 2003 to 2011, he served as NTUC Vice-President.

Brother Cyrille also had the honour of being a parliamentarian. From 1 October 1997 to 30 September 1999, he was the Labour Movement's Nominated Member of Parliament.

He also held several public appointments including positions in the National Wages Council, the Singapore Workforce Development Agency, the National Productivity and Quality Council, and ITE Board of Governors.

He was conferred the Public Service Medal and Public Service Star in 1999 and 2006 respectively. In 2012, he received the Distinguished Service (Labour) Award from NTUC on May Day for his positive contributions to the Labour Movement.



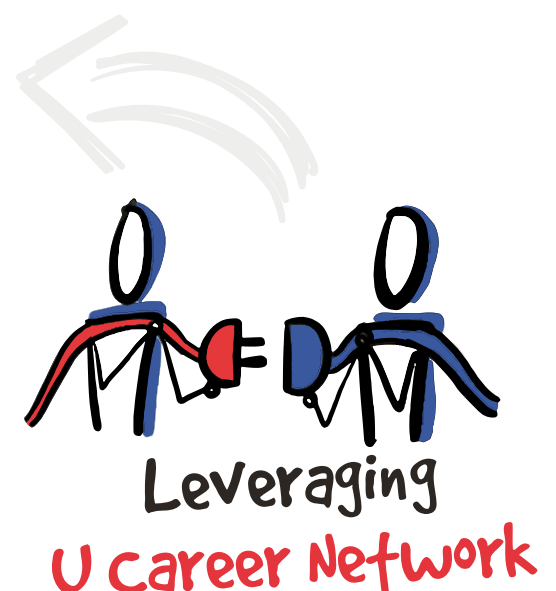
## Create timely and relevant upskilling opportunities

- Encourage workers to tap on ULeap and other training programmes to enhance their employability  
**DID YOU KNOW?** ULeap offers real-time, accessible and relevant modular training at your fingertips, anywhere, anytime! As part of the U Leap programme, workers can also engage in collaborative, peer learning and contribute to training content.
- Develop levers to encourage commitment from companies to upgrade workers in adherence to the respective Skills Framework
- More accessible and flexible course options. For e.g., training to be conducted at workplaces or after office hours
- Streamline information on training so that workers and trainees can be more informed

## Ensure portable certification and qualification across industries

## Keep abreast of industry developments by partnering government agencies and industry partners

- More Union-UA partnerships in the same sector to better serve working people
- Develop learning communities of workers, training partners and IHLs to facilitate virtual and physical learning
- Facilitate engagement sessions and workshops with industry partners and unions to better communicate the ITMs to our workers



**TRIBUTES**

“I was very grateful to have a person like him. I can always rely on him to explain difficult policies in very simple terms to workers. And people listened to him because they know it comes from his heart and that is why they trust him and follow what he says. For leaders like us, it is great to have leaders like him who can help us move the ground.”

*Lim Boon Heng, former NTUC Secretary-General (1993-2006)*

“I have always found Cyrille to be very passionate in his dealings with worker issues. Sometime back during an NTUC FairPrice Annual General Meeting, a member of FairPrice asked why FairPrice should not be privatised and listed. Cyrille was the first to speak and he made it very clear that NTUC FairPrice is a social enterprise and that in no uncertain terms should it be listed. Cyrille, with his usual strong and loud voice, spoke even loudly and passionately about what FairPrice meant to the Labour Movement and why he would object vehemently to it being listed. I think this is one strong example of a union leader, not just any union leader, who would not hesitate to speak his mind on crucial issues.”

*John De Payva, former NTUC President (1997-2011)*

“He was a member of my first National Wages Council (NWC) session. I remember him to be extraordinarily wise and very humble. Workers' interest were always at the heart [of what he did]. He was a fighter; he fought for the right cause. Even though I was a non-Singaporean on the NWC, he treated me as a Singaporean and I always appreciated that.”

*Alexander C Melchers, NWC Member and Singaporean-German Chamber of Industry & Commerce Council Member*

“During the Asian Financial Crisis (1988), many workers were retrenched. The consumer electronic manufacturing sector was the most affected. UWEEI did its best to help them find new jobs in semi-conductor manufacturing which was new and growing. The problem was that many workers were not confident of making the switch from consumer electronics to semi-conductor [manufacturing]. As general secretary of UWEEI, Cyrille took the lead to talk to these retrenched workers personally, encouraging them and pushing them to take the leap. The workers responded and went to visit semiconductor plants. In short, even though they did not have enough confidence in themselves, they had plenty of confidence in Cyrille whom they knew was a leader they could trust.”

*Lim Swee Say, Manpower Minister and Immediate Past NTUC Secretary-General (2007-2015)*



## Dedicating His Life to Workers

Brother Cyrille Tan has left a permanent mark as a unionist and tripartite partner, says Prime Minister Lee Hsien Loong in a condolence letter to his wife.

By **Ramesh Subbaraman**

In his condolence letter to late unionist Brother Cyrille Tan's wife, Prime Minister (PM) Lee Hsien Loong said he had dedicated his life to serving the Labour Movement and the nation.

Under Brother Cyrille's leadership, the United Workers of Electronics & Electrical Industries (UWEEI) grew in strength and numbers, and remains one of Singapore's largest unions today.

### FOND MEMORIES

PM Lee said he had worked with Brother Cyrille when he was adviser to UWEEI from December 1985 to August 2004. He added that he had learnt much by observing Brother Cyrille's astute management of union affairs.

“The unionists and members trusted him to protect and advance their interests. He was thus able to lead UWEEI through some difficult times, including the Asian Financial Crisis in 1998,” said PM Lee.

He also had many discussions with Brother Cyrille on labour issues like National Wages Council's recommendations, skills upgrading and CPF revisions, and had always valued his opinions.

“He knew what the workers needed, had a shrewd assessment of how policies would be received by workers, and also appreciated the broader national picture. He was therefore able to work closely with the workers and the Government, advance workers' interests and help carry through policies that benefited workers,” noted PM Lee.

He also recalled attending a musical that NTUC had put up in 2007 to celebrate May Day where Brother Cyrille played himself as a union leader and was a natural on stage.

“Even those who knew his affable and gregarious personality were surprised by his performance in the musical, but this was a role which he deeply believed in and played with conviction all his life.

“Brother Cyrille touched the lives of many. His passing is a deep loss to the Labour Movement and the nation,” said PM Lee.



**Uphold High Standards  
of Union Stewardship  
and Governance**

**Embrace best practices in financial management**

**Encourage continued adherence to practices  
and guidelines**

**Share knowledge of how to best use resources**

# Keeping Hiring Fair

Have you ever been discriminated against while applying for a job? The new Tripartite Standard on Recruitment Practices aims to make things fairer.

By **Shukry Rashid**

The Tripartite Standard on Recruitment Practices (TSRP) was launched by Second Minister for Manpower Josephine Teo on 16 November 2017 at the Grand Hyatt Singapore Hotel.

“Adopting fair, merit-based and inclusive hiring practices are not only the right thing to do, it also benefits the organisations by widening the pool of candidates to recruit from,” she said.

More than 110 companies are early adopters of the TSRP (see right for details), of which over 90 per cent are unionised.

Desmond Choo, an NTUC director, said: “The Labour Movement would like to urge all companies, especially unionised companies and small- and medium-sized enterprises, to adopt the TSRP. We believe the adoption of progressive hiring practices is a strategic competitive advantage for companies in the competition for talent.”

He added that having fair and inclusive workplaces for everyone will be advantageous for Singapore in maintaining talent and help companies attract and retain workers in the long-term.

The TSRP is the fourth standard launched by tripartite partners since July. The previous three are on term contract workers, flexible work arrangements and grievance handling. Close to 500 employers, employing about 360,000 workers, have pledged to commit to at least one Tripartite Standard.

## UPGRADING HR PROFESSIONALS

Also taking place at the event was a partnership agreement between the Institute for Human Resource Professionals (IHRP) and the Chartered Institute of Personnel and Development (CIPD), a professional association for human resource management professionals from the United Kingdom.

The first of such an agreement in Asia for CIPD, it will allow certified HR professionals from IHRP and CIPD to be recognised by both bodies upon fulfilling the agreed respective considerations. Both bodies have also developed a set of competencies for future-ready HR professionals.

Through this partnership, both organisations will commit to cultivating the growth, mobility and continuing professional development of HR professionals.

Mastercard Singapore Vice President for Talent Management Rajan Krishnakumar is one such professional who has received mutual recognition by IHRP and CIPD. He said when HR professionals are accredited by both IHRP and CIPD, they will get better credibility within the market and recognition as a global talent.

He added: “CIPD is recognised globally. For HR professionals aspiring to be future chief HR officers, CIPD recognition will go a long way in helping them achieve that.”

**i** For more information on the Tripartite Standard, visit [www.tafep.sg/tripartite-standards](http://www.tafep.sg/tripartite-standards).



## JOB ADVERTISEMENTS

- ▶ State only selection criteria that are related to qualifications, skills, knowledge and experience required for the job.
- ▶ Where specific attributes are needed, the reasons are stated clearly. For example, proficiency in a particular language or the need for a particular gender.



## JOB APPLICATION FORMS

- ▶ Ask only for information relevant to assess an applicant's suitability for a job.
- ▶ They do not require applicants to provide their age, identification card number, date of birth, gender, race, religion, marital status and family responsibilities.
  - This also includes whether an applicant is pregnant or has children or has a disability, unless the information is needed to assess the applicant's suitability for the job.
- ▶ If such data is required, the purpose is stated clearly.



## JOB INTERVIEWS

- ▶ A set of relevant and objective selection criteria such as a checklist, is consistently used for shortlisting and selecting candidates.
- ▶ A proper record of the interview, assessment process, test (if any) and job offer made is kept for at least one year. Unsuccessful candidates are informed of the outcome of the interview.
- ▶ Hiring managers and staff must be trained to conduct fair and unbiased interviews.
  - Hiring managers and staff include HR practitioners, line managers and supervisors who have recruitment responsibilities.
  - Training includes programmes or workshops on conducting interviews in a fair and objective manner.



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