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Mr Kamarol Zamal, Postman with Singapore Post. See his story on page 7.

Food & Beverage Sector

Healthcare Sector

Food Manufacturing Sector

POWERING UP *PRODUCTIVITY*

We bring you a special 8-page guide to making positive changes at the workplace. Your journey begins on page 5!

Understanding Education

Unionists explore Singapore's life-long education journey and ways to get the most out of it.

By **Marcus Lin**

Close to 100 unionists shared their education-related hopes and aspirations at the Executive Leadership Programme aptly titled 'Singapore's Education: Lifelong Learning From Our Schools To The Workplace' organised by the Ong Teng Cheong Labour Leadership Institute (OTC Institute) on 9 October 2014 at NTUC Centre.

The interesting day-long programme was capped by a dialogue with special guest Minister of State, Ministry of Education and Ministry of Communications and Information, Ms Sim Ann, NTUC President Diana Chia, NTUC Deputy Secretary-General Heng Chee How and OTC Institute Director S Thiagarajan.

ADVANCE PREPARATIONS

On the Applied Study in Polytechnics and ITE Review (ASPIRE) Committee tasked with reviewing polytechnic and Institute of Technical Education (ITE) studies, Ms Sim said it works with various industries.

"As part of ASPIRE's set up right from the start, there was a lot of focus on identifying what are the key industry clusters, how to work together with them, how to ensure that we have got the pathways of progression for our students from various institutes and then eventually into the workplace. And for some, they can continue working and also upgrading at the same time," she said.

THE RIGHT SKILLS

Participants also lobbed questions on the usage of CPF for education, doing more for disabled and challenged students, making time for working adults to upgrade themselves and the distinction between learning out of interest and learning out of necessity.

Ultimately, Ms Sim said: "There is no policy that makes things hard for people to upgrade. The intention is not to put hurdles in people's way or to intentionally make it very, very difficult. Especially for our Singaporeans, there is no reason for us to want to do that. It is true that today the system is designed in such a way that some may feel that they have to jump through so many hoops."

She assured that all issues are looked into in the course of policy design together with industry partners to ensure that people can continue to upgrade, and "that basically we don't lose sight of the fact that they already have accumulated certain knowledge and skills in the course of work. Now, that's very important."

In the paper chase that leads to the rat race, the dialogue panelists stressed that acquisition of 'hard skills' alone cannot be at the expense of 'soft skills' like character building and the inculcation of right values.

Minister of State, Ministry of Education and Ministry of Communications and Information, Ms Sim Ann answering various queries on education.

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IPHONE & IPAD

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ANDROID

In this regular column, *NTUC This Week* checks in with working mums to check out how their offices have made it easier for them to balance family with work.

By **Florina Oo**

Flexi-work arrangement has allowed Ms Hanum Harlini the chance to indulge in her passion at work and at home. Having been a stay-home mother for five years looking after her two daughters, Ms Hanum stepped back into the workforce in 2010 by taking up an offer with Excelerate Elementary as a full-time pre-school teacher.

A few months into the job, 36-year-old Ms Hanum had to make a new decision – quitting her job.

"I decided to tender my resignation after 10 months. The reason was that I wanted to stay at home with my two girls again," she said.

AN UNEXPECTED GESTURE

However, Ms Hanum met with a pleasant turn of events.

"They refused my resignation letter. Instead, they asked if I would like to continue working part-time," she recalled.

"The arrangement has allowed Ms Hanum to focus on her job 100% during her working hours so she can provide a high standard of teaching content, in the knowledge that she can go home and spend time with her children in the afternoon. It has lifted her morale, her loyalty to the company and created good vibes in the workplace, which is important when working with children," explained Ms Pika Sen, Director of Excelerate V.2 Program.

BUILDING TRUST

Although Ms Hanum has been on flexi-work arrangements since 2011, she still had a few occasions when she reported late for work to attend to her daughters' prize presentation ceremony in school and when she took leave to care for her hospitalised father-in-law.

On this note, Ms Hanum said that it is commendable that her employer doesn't request to see proof of absence and trusts the staff.

"In fact, Ms Pika told me to take a couple of days off to get everything settled but I declined the offer," she shared.

Ms Hanum Harlini shares one of her beloved snapshots when the family travelled to Europe recently.

A WIN FOR MOTHERS

Ms Hanum said it is heart-warming to see more companies adopting flexi-work arrangements, giving mothers the best of both work and family life.

"It makes the staff more productive. I'm able to complete my duties for the morning classes and leave work by late afternoon to pick up my children," she said.

Ms Hanum also shared that it used to be difficult to spend quality time with her husband who is on shift work, but with the flexi-work arrangement, they can now go on date nights and even do grocery shopping together.

Ms Hanum Harlini's company, ***Excelerate V.2 Program, was named one of the 'Best Companies for Mums' by NTUC Women's Development Secretariat (WDS)****.*
Through the ***U Flex Movement****, NTUC WDS advocates flexible working arrangements that allow employees like Ms Hanum to excel in both family and career.*

QUICK LOOK

The **WorkPro Work-Life Grant** helps employers to defray the costs of implementing flexible work arrangements (FWAs) and to better support work-life harmony.
Organisations that have successfully claimed under the WorkPro Work-Life Grant are also eligible for the new **U Flex Family-Friendly Grant. Applications close on 31 July 2015.**

For more information, visit **www.ntucwds.org.sg**/ or call **6213 8383**. You can also email **workpro@ntuc.org.sg** or **uflex@ntuc.org.sg**.

Work-Life Week 2014 will take place on **10 to 14 November 2014**. In support of the event, NTUC Women's Development Secretariat is organising a Flexible Work Arrangements (FWAs) Job Fair to facilitate employment opportunities for women.

Visit **http://worklifeweek.sg/** to view the line-up of events and sign up.

Snapshots

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

By ***NTUC This Week*** **Team**

Career Tips

The second Future Leaders Mentorship Session on 18 September 2014 saw 13 attendees in deep conversation with Sandeep Suvarna, Head of Consumer Marketing for LinkedIn Asia Pacific and Japan.

Mr Suvarna spoke about posting relevant content on social media platforms which can demonstrate a worker's passion and individuality. Sharing his advice to those intending to make a career switch, he suggested to think if they would stay in the new job for the next five years.

He also highlighted to participants the importance of consistently upgrading themselves to stay relevant and be employed.

Interested NTUC members are invited to write in to ***fls@ntuc.org.sg*** *to find out more about these mentorship sessions.*

Travel Cover

The Labour Movement's insurance arm NTUC Income has become the first insurer in Singapore to offer a travel insurance policy that covers pre-existing medical conditions, previously excluded under all local travel insurance coverage.

The Enhanced PreX Travel Insurance plan, the first of its kind in the market, takes care of medical and evacuation expenses even for those with pre-existing conditions. The plan aims to give peace of mind to all travellers, with no age limit imposed.

The premium for an adult travelling to Asia for five days is $68. This is $14 more than NTUC Income's Deluxe Plan ($54). For a child, the difference is $9.50.

A 15-day trip to the United States is $169, which is $34 more than NTUC Income's Deluxe Plan for an adult and $23 more than the Deluxe Plan for a child.

Family Fun!

Calling all families! The NTUC Membership Department has organised a fun-filled day to bring families together.

Look out for kids' activities by NTUC Health Unity Denticare, KinderGolf and Polliwogs as well as special buys from various merchants and partners. Better still, the SEA Aquarium is providing free entry to its premises from 10am onwards.

Adults won't miss out too! From 8.45pm to 10.30pm, soccer fans can watch the live screening of the British Premier League match between Newcastle United and Liverpool, and enjoy free flow of beer and soft drinks.

Photo: **Resorts World Sentosa**

1 Nov, 2pm onwards, The Coliseum, Hard Rock Hotel® Singapore, Resorts World Sentosa, $18 (NTUC Members), $30 (Public). Each member is entitled to buy up to 10 event tickets at this special price. Other terms and conditions apply. Buy now at ***www.ntuc.org.sg/familyfun****. For enquiries, call* ***6213 8008****.*

MEMBER'S CORNER

Amara Singapore

$199 nett Deluxe Room per night. Includes complimentary International buffet breakfast for two, exclusive shopping perks at 100AM and late check-out till 2pm (subject to availability) Valid till 31 December 2014. Present NTUC Card upon check-in. Valid for stays during weekends (Friday to Sunday), eve of Public Holidays and Public Holidays. Reservation of room is subject to availability. Other terms and conditions apply. For bookings, call **6879 2622/3** or email **reservation.sg@amarahotels.com.** Address: 165 Tanjong Pagar Road.

Element

10% OFF Lunch and Dinner Buffet.
For reservations and enquiries, call **6879 2607** or email: **fnb.sg@amarahotels.com**.

Silk Road

10% OFF Total Bill. Valid till 31 December 2014. Present NTUC Card to enjoy the privilege. Not valid on eve of public holidays and public holidays. Rates subject to 10% service charge and prevailing government tax. Prior reservation is required. Other terms and conditions apply.
For reservations and enquiries, call **6227 3848** or email: **silkroad@amaraholdings.com**.

Nectar @ WANGZ Hotel

1 FREE main dish with every 2 main dishes ordered. Valid till 31 December 2014. Present NTUC Card to enjoy the privilege. Other terms and conditions apply.
For reservations and enquiries, call **6595 1388** or email **inquiry@wangzhotel.com**. Address: 231 Outram Road.

PRODUCTIVITY GUIDE

We've put together a special 8-page pullout to help you get started.

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Positive productivity growth is a must for Singapore to thrive amidst global competition.

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We bring you the best things our LM leaders have said about productivity.

The Productivity Roar!

The Lion City needs to bring its productivity growth back into the positive if it wants to stay a step ahead of global competition.

By **Ramesh Subbaraman**

Unionists and workers often hear these terms from the Labour Movement's leaders: 'Cheaper Better Faster'; 'Progressive Wage Model'; 'Easier Smarter Safer'; 'Better Jobs for All'; and 'Better Workers, Better Jobs, Better Customers'.

Each one of these catchphrases has an underlying message – to achieve a strong economy and a better life for workers of All Collars, All Ages and All Nationalities through a concerted effort to raise total productivity.

The Labour Movement is also strongly represented in government committees that steer the productivity movement and efforts in Singapore.

Among them is the high level National Productivity and Continuing Education Council (NPCEC), which was formed in 2010 to oversee and drive the national effort to boost productivity.

ALL INCLUSIVE

When the Council was named in April 2010, NTUC Secretary-General (SG) Lim Swee Say, who sits on the Council, said: "NTUC is in full support of this national effort to improve productivity and strengthen continuing education. We are heartened that the national productivity drive is an inclusive one that embraces all levels of workers, in particular low-wage workers."

MOVING FORWARD

In its latest report on Singapore's economic survey for the second quarter of 2014, the Ministry of Trade and Industry (MTI) emphasised that productivity is the key to achieving sustainable growth, as it allows Singapore to stay globally competitive and achieve higher living standards.

MTI noted that in 2010, the Singapore Government made a decisive shift towards productivity-driven growth. Four years into the productivity drive, MTI observed that Singapore's productivity performance remains weak.

However, there are several reasons to believe that productivity will improve moving forward.

SHIFTING TRENDS

First, as the manpower tightening measures were introduced in phases to give firms time to adjust, the full effect of these measures are only beginning to be felt.

Second, MTI said there are encouraging signs that companies' attitudes towards productivity have shifted.

To date, more than 17,000 companies have benefitted from various productivity initiatives under the NPCEC, with 7,000 companies in 2013 alone.

POSITIVE GROWTH

Third, there is progress in low productivity sectors. As the Labour Movement wrapped up its month-long National Day Observance Ceremonies, SG Lim highlighted three priority areas to bring Singapore's national productivity back to positive growth.

The first priority is to make every sector a more productive one.

SG Lim's message to the less productive sectors – build on the success of early adopters, spread the productivity drive message to more people early so that the mind-set takes root and speed up the pace of innovation and change.

The second priority is to help sectors with lower productivity to be less labour-intensive by making better use of technology and labour saving devices.

And third, transform and create more jobs of the future by maximising the potential upsides.

More Wheels, More Mails

We talk to Singapore Post to find out how tapping on the Inclusive Growth Programme (IGP) has helped make the work of its postmen Easier, Smarter, Safer.

By **Nicholas Lee**

Easier, Smarter, Safer: With the second-generation three-wheeler scooters, postmen have lesser trips to make while riding on zero-skid scooters that have better horsepower to carry more mails.

The postmen from Singapore Post (SingPost) are out on the roads day in and day out come rain or shine, delivering some 3 million mail items.

Their role ensures that Singapore continues to enjoy a Quality of Service standard of over 98% for next day delivery, one of the highest postal delivery standards in the world.

In 2011, SingPost introduced three-wheeler scooters which provide better safety for the postmen on the roads. These three-wheelers are designed to prevent skidding and can carry 40% more items, including packages, than the traditional two-wheel scooters.

TAPPING ON IGP

Recently, SingPost tapped on the NTUC e2i's (Employment and Employability Institute) IGP funding support for its second generation three-wheel scooters. These can carry 25% more mail than the first generation three-wheelers.

These three-wheelers come with improvements based on feedback gathered from the postmen.

Fifty-year-old Postman Kamarol Zamal (pictured above and on the cover) shared: "SingPost always has our welfare at heart. It introduced the three-wheelers which enhance our productivity... Based on our feedback, the company modified the three-wheelers to include a windscreen, a sun roof and an enlarged carrying capacity with a stronger horsepower."

ENHANCED PRODUCTIVITY

The second generation three-wheelers have also increased the productivity of the postmen, with the number of trips to the delivery base to collect mails reduced from two to one per workday.

SingPost and the Union of Telcoms Employees of Singapore (UTES) are currently working out the details of the productivity gains to be distributed to the postmen.

By end October 2014, SingPost would have had 113 three-wheeler scooters, including 58 second generation three-wheelers.

NTUC Deputy Secretary-General and UTES Executive Secretary Heng Chee How said: "I am glad that SingPost has taken our suggestion on IGP and is sharing the productivity gains with its staff in addition to making their jobs easier, smarter and safer."

SingPost's Group Chief Executive Officer Dr Wolfgang Baier shared that SingPost remains commited to improving the lives of its postmen.

"We are constantly looking for ways to enhance both postman productivity and welfare, through increased mechanisation, enhanced technology, process improvements or better tools," said Dr Wolfgang.

The Productivity Push

BIGGER, BETTER, SAFER

IGP

Outcome For Worker

SingPost and UTES are working out the details of the productivity gains to be distributed to the postmen.

Fast *Movers*

Workers across sectors have seen their lives and livelihoods improve since the advent of the Inclusive Growth Programme in 2010. *NTUC This Week* highlights some noteworthy projects in the first of a two-part series.

FOOD & BEVERAGE

Xiao Jiang Nan Restaurant Group

Challenge
Difficulty in hiring workers to fill positions such as service crew and kitchen helpers.

Solution
The company invested in an automated restaurant service robot to collect dishes from customers when they have finished consuming their food.

Productivity Improvement
The number of service staff required per shift is reduced by 50%, from four to two workers. The other two staff are freed up to take on other duties.

Workers Outcome
12 local low-wage workers received wage increment.

McDonald's Singapore

Challenge
To ensure that the food delivered to customers is fresh, McDonald's outlets do not pack orders until there is an available delivery rider. This resulted in riders having to wait for their orders to be packed.

Solution
The company decided to deploy GPS devices for their riders to track their whereabouts. When the rider is five minutes away from the outlet, an alert is sent to the system and the outlet crew will start to pack the order.

Productivity Improvement
- 16% increase in customers served per rider-hour.
- Reduction in the amount of idling time incurred by the riders.

Workers Outcome
Approximately 800 local workers received wage increment. The riders are also able to deliver more orders, and increase his/her delivery benefits*.

*McDonald's pays the riders delivery benefits (monetary) through its McDonald's Delivery system which tracks the number of trips made by the riders. The more trips they make, the more they earn.

HEALTHCARE

National Cancer Centre Singapore

Challenge

- Manual calling of patients to fix appointments.
- Long patient waiting time to use the treatment facilities due to having to manually search for available chemotherapy beds and recliners.
- Lack of communication between the staff of various departments such as front counter, pharmacy and nursing result in time delays and other problems.

Solution

- The Real-time Ambulatory Information Deployment Enabler (Rapide) system provides RFID tags to patients and nurses to track their movements, and sends real-time feeds to nurses and front counter staff on the availability of chemotherapy recliners and beds.
- The system also enables pharmacy staff to electronically update the status of a patient's drugs for chemotherapy treatment purposes.
- The system also sends patients an SMS 30 minutes before scheduled appointments.

Productivity Improvement

- NCCS has been able to treat 20% more patients.
- 80% of patients wait less than an hour for treatment.
- Time saved by nurses and front counter staff: 69 hours a month or 825 hours a year.
- Time saved by reception staff to fix appointments: 744 hours a year.

KK Women's And Children's Hospital

Challenge

- To use the services of porters, requestors will put up a request through an online system and porters are called up based on their last-known location.
- This results in the delay of portering services if the porter has moved to another location as the supervisor who contacts the porters is unable to know if the porter he calls is the nearest to the task.
- The porter travels to location, performs the necessary task and records task report (time data) manually. Portering response time data and performance reports are compiled manually which may lead to human errors in recording.

Solution

- An e-portering system that enables users to request portering tasks with automatic assigning of tasks to the porter's mobile device.
- The system is able to track the locations of porters as they are required to scan their presence at the location of the task and also to acknowledge that the task is completed. The system will then be able to contact the nearest porter and send him jobs with different priorities that are near his location.
- An SMS is sent to supervisor if the delay in portering service takes too long.

Photos taken at Singapore General Hospital which has also adopted the e-portering system.

FOOD MANUFACTURING

Gin Thye Cake Maker

Challenge

- The process of making traditional local candies is manual and requires a lot of time and manpower.
- Ageing workforce and difficulty in hiring new and skilled workers.

Solution

The production process is now automated by an integrated production line which consists of a gas cooker, mixer, flattening and cutting machine, cooling conveyor and a packing machine.

Productivity Improvement

Output increase from 100 pieces per hour to 10,000 pieces per hour.

Workers Benefit

24 local low-wage workers received wage increment.

Funding For Improvements

Here's a quick round up of the various funding available for your company to increase productivity and better the lives of workers.

INCLUSIVE GROWTH PROGRAMME (IGP)

Launched by the Labour Movement in 2010, the IGP is meant to catalyse industry re-development, promote inclusive growth and to ensure sharing of productivity gains with workers through higher wages.

The $100 million programme is administered by the NTUC's e2i (Employment and Employability Institute), in partnership with Government agencies, participating companies and the Labour Movement's network of unions.

Grow Your Business With IGP

Drive productivity with up to 50% funding for projects that benefit both business operations

- ✔ **Automate and purchase equipment as early adopters;** Stay competitive by automating your company processes.
- ✔ **Re-engineer or improve work processes;** Improve adaptability by having faster turnaround of new products.

Getting Started

For more information on the IGP, visit **www.e2i.com.sg/IGP** or email **IGP@e2i.com.sg**.

PRODUCTIVITY AND INNOVATION CREDIT (PIC) SCHEME

Administered by the Inland Revenue Authority of Singapore, the PIC scheme allows for significant tax deductions on investments in many activities along the innovation value chain. There are six qualifying activities which include qualifying expenditure incurred on PIC automation equipment, training of employees, acquisition of Intellectual Property (IP) rights, registration of certain IP rights, research & development and approved design projects.

- Grants businesses enhanced deductions and/or allowances up to $400,000 of qualifying expenditure.

PIC Bonus

- ✔ An additional cash bonus that seeks to defray rising operating costs faced by businesses.

PIC+

- ✔ Supports small and medium enterprises (SMEs) that are making more substantial investments to transform their businesses.

PIC Cash Payout

- ✔ Eligible businesses can apply to convert up to $100,000 of their total expenditure for each Year of Assessment in all the six qualifying activities into a non-taxable cash payout.

Getting started

Find out more about the PIC Scheme at **http://www.iras.gov.sg/irashome/PIcredit.aspx**. To tap on the scheme, you can contact **picredit@iras.gov.sg**, call them at **1800-356 8622 (companies)/ (+65) 6351 3534 (self-employed/partnership)** or send an SMS "CT <followed by your name>" (e.g. "CT John Tan") to **9107 6902** with a Singapore mobile number.

Gearing Up For Success

Check out the resources available to help you on your productivity journey.

NTUC'S E2I (EMPLOYMENT AND EMPLOYABILITY INSTITUTE)

- **Professional Development:** Enhance your workers' competencies with courses such as Lean Six Sigma, Statistical Process Control, Failure Mode and Effects Analysis and other Singapore Workforce Skills Qualifications (WSQ) programmes. Funding available for Certified Courses, In-House Training and Absentee Payroll.

*Call **6474 0606** or drop by the **Career Services Centre** at Level 2, 80 Jurong East Street 21.*

- **PRIME Programme:** A joint venture by the Singapore Business Federation (SBF), Human Capital Singapore (HCS), Singapore Workforce Development Agency (WDA) and NTUC's e2i (Employment and Employability Institute), this holistic programme can help companies sustain innovation-led and productivity-driven improvement and growth.

***Consultancy: Call SBF at 6827 6828**, log on to **http://www.sbf.org.sg/** to drop them an email or visit them at 10 Hoe Chiang Rd, #22-01 Keppel Towers.*

***Training: Call HCS at 6423 0388** or email them at **enquiry@hcs.com.sg** or visit them at 11 Eunos Road 8, Lifelong Learning Institute.*

***Skills Upgrading: Call NTUC's e2i at 6474 0606** or drop by the Career Services Centre at Level 2, 80 Jurong East Street 21.*

NTUC LEARNINGHUB

- **Courses available for your employees:** Lean; Lean Sigma; Six Sigma; Process Improvement; Problem Solving; Eurocode 2 - Advanced Concrete Design; andInstitute of Electrical and Electronics Engineers (IEEE).

***There is 50% funding available for the courses**. Terms and conditions apply. For more information, log on to **http://www.ntuclearninghub.com/** and click on 'Productivity and Innovation'. For enquiries, call **6336 - LHUB (5482)** or email **enquiries@ntuclearninghub.com**.*

Sound Advice

Business leaders share some tips on productivity.

For Companies

Mr Kwek Kok Kwong
CEO, NTUC LearningHub Pte Ltd

1 PRODUCTIVITY LEADS TO SUSTAINABILITY

"In the longer term, a company that embraces productivity would be more sustainable than its competitors. When we set up a company, we always think longevity and sustainability, and productivity is but a necessary condition for companies to stay sustainable and alive."

2 PROMOTE A GROUND-UP CULTURE

"Many a time, good ideas actually come from the ground up because the people at the frontline know best what the pain points are, and they know how to solve them creatively. Management must therefore encourage ground up initiatives but to do that, Management must embrace and promote a culture of innovation."

For Workers

Mr Tan Jit Khoon
CEO, Wilson Press Pte Ltd

1 UNDERSTANDING THE "WHY?"

"The biggest killer of productivity is to do unnecessary tasks very well. Due to the constant change in our operating environment, consumer behaviours and advancement in technology, among others, we need to evolve our thinking constantly and eliminate non value-added tasks. To achieve that, it is of utmost importance that we understand the purpose of every single task we need to do."

2 STAY FOCUSSED AND SINGLE TASK

"I find that I am most productive when I stay focussed to work only on what is most important at hand rather than trying to multi-task. This can be very challenging now with smartphones, emails and instant messaging. I get a lot more done when I only check emails, instant messages and social media at a dedicated time."

3 LEARN CONTINUOUSLY

One great productivity tip I learnt is to observe how popular chicken rice stalls prepare the chicken; they will stop at regular intervals to sharpen their choppers. Sadly, not many working adults stop to "sharpen our own choppers" as we are always too busy. For me, I schedule time to read and focus on having meaningful conversations with successful people to sharpen my mind. I also listen to audiobooks during my daily commuting."

LM Voices

Productivity continues to be the topic of the moment in and around the Labour Movement. *NTUC This Week* presents the five best quotes from our leaders.

Compiled By **Nicholas Lee and Florina Oo**

"When we first started the Inclusive Growth Programme (IGP), we had to reach out to the SMEs (Small and Medium Enterprises) individually, one-by-one. Today, the associations are on board. So, we can now reach out to them in groups… but more importantly, SMEs who are the early adopters are now helping us to reach out to their fellow friendly competitors. To me, this is the most encouraging sign."

NTUC Secretary-General Lim Swee Say commenting on the impact of the Inclusive Growth Programme (IGP) programme during a Learning Journey at fast-food eatery Yellow Submarines in April 2014.

"To be competitive and profitable in this tight labour market, companies need to focus on raising productivity, and optimising the skills of their manpower. Having a 'productivity mindset' allows employers to be receptive to change, and innovate to stay on top of the game."

NTUC's e2i (Employment and Employability Institute) Chief Executive Officer Gilbert Tan on why productivity remains key amidst global competition.

"The Labour Movement welcomes this new initiative to help workers in the cleaning industry become better workers with better wages. The licensing regime is a milestone change for the cleaning industry because it would inject greater professionalism in terms of better skills, higher productivity and better career prospects for the cleaners."

NTUC Assistant Secretary-General Zainal Sapari speaking on the Environmental Public Health (EPH) Amendment Bill which came into force on 1 April 2014. The new Bill requires service providers to have written employment contracts, provide training and progressive wage plans for cleaners.

"They (companies) need to exploit the latest technologies and explore new operating models so that they can stay continuously ahead of the competitive curve and ensure that they remain relevant in the midst of change."

NTUC Assistant Secretary-General Yeo Guat Kwang speaking during the recent Parliamentary debate on the Presidential address.

"We will need to co-operate and support each other's efforts to up productivity and up skills; this has been and remains our best strategy to press on ahead of our competitors."

NTUC Assistant Secretary-General Ang Hin Kee commenting on Budget 2014 as resources are set aside for businesses to become more competitive and give workers access to lifelong learning.

Say No
To Wasting Food

NTUC FairPrice takes a stance and introduces measures to tackle food waste in Singapore.

By **Florina Oo**

In commemoration of World Food Day, NTUC FairPrice has announced plans to address food waste through a structured framework.

The FairPrice Food Waste Framework, which is expected to kick-off early next year, will see the supermarket chain work on three areas:

- ✔ **Processes** – enhancing and implementing internal processes that are preventive in nature to reduce food waste.
- ✔ **Partnerships** – working with partners such as suppliers and charities to reduce or divert food waste.
- ✔ **Public Education** – engaging customers on food waste and reshape mindsets towards slightly scratched fruits and vegetables, as it is safe for consumption.

EFFECTIVE APPROACH

NTUC FairPrice CEO Seah Kian Peng said: "While we already have some initiatives in place, we need to find a more effective and sustainable approach to reduce food waste. Through the FairPrice Food Waste Framework, we are able to clearly define our goals and systematically track our progress."

The leading supermarket retailer also has plans to start a long-term partnership with charity organisation Food from the Heart (FFTH) when the framework is launched.

The partnership will see FairPrice stores donate unsold but still wholesome food products to the community through FFTH on a regular basis to reduce food waste.

QUICK LOOK

Food makes up 10% of the total waste in Singapore. According to statistics by the National Environment Agency, Singapore saw a **record high of 796,000 tonnes of food waste in 2013**. This was a sharp **increase of 13.2% from a year ago**.

A member of the public pens down her support for the movement. Close to 800 signatures were gathered by nEbO at Raffles Place.

Interns, This One's For U!

Youth-initiated social movement nEbO goes all out to spread the word on valuing interns at the workplace.

By **Florina Oo**

NTUC's junior membership arm nEbO commemorated 'Thank Your Intern Day' (TYID) for the second year running.

At the outreach event on 10 October 2014 at Raffles Place, the TYID team gathered some 800 signatures from the working populace who were in support of the movement. This exceeded last year's collection of 450 signatures from employers and interns.

QUALITY EXPERIENCE

Helmed by youths who have been through internships or who are currently interns, the event aims to educate interns on workplace rights and value the learning opportunities given by their employers. It is also aligned with nEbO's objective to prepare youths to be work-ready.

Employers are also called to provide quality internships to youths, so that they can gain a meaningful working experience.

NTUC Alignment Director for nEbO Lim Eng Lee said that programmes such TYID help to keep youths informed about the working world and their internship.

"It also contributes to the larger picture of a productive and fair workforce made up of knowledgeable employees and employers who respect and value interns as potential employees," Mr Lim added.

nEbO members and the 'Thank Your Intern Day' mascots went to Oxley Holdings Limited to share on the importance of providing quality internship.

This Week In History

***NTUC This Week* turns 50 this year. It was first published in November 1964 as a monthly titled *Perjuangan NTUC*. Perjuangan means struggle in Malay, and the title captured the spirit of the times.**

From our 3 January 2014 issue onwards, *NTUC This Week* will pull out excerpts of main stories from past issues, starting with the very first until the present. This week, we look at December 1979.

By **Marcus Lin**

The role of NTUC in the 80s: Premier Lee

December 1979: Then Prime Minister Lee Kuan Yew spoke on how to ensure the PAP-NTUC symbiotic relationship will endure between young leaders in the PAP and NTUC in his inaugural address at the NTUC seminar on 'Progress into the 80s':

"Who will educate a younger generation of union leaders to recognise their strengths and their limits – namely that if the union leadership challenges the political leadership, political leaders must triumph if necessary by changing the ground rules to thwart the challenge using legislative and administrative powers and, when necessary, backed by the mandate of the electorate.

"If this axiom is put to the test, severe damage will result; but given strong political leaders the outcome cannot be in doubt. To avoid such unnecessary misunderstanding and the risk of collision, the PAP and the NTUC have adopted a strategy of cross-fertilisation to bind personal ties, to increase understanding between Government leaders and union leaders.

"Able union leaders have been co-opted into the PAP leadership, fielded as Members of Parliament, and when found able appointed to office. PAP MPs have been made to work in the unions to get to know union leaders and members and their problems. Some have taken on full-time duties in the NTUC. The younger NTUC leaders must continue to play a critical role in the PAP leadership.

"These cross ties must be firmly established to ensure that good sense will prevail amongst both union and Government leaders; otherwise, co-operation and co-ordination cannot be taken for granted in the late 1980s, which would be a pity."

PM Lee added: "We have built up a strong and, so far, responsible trade union movement. Now we have to ensure that the unions will continue to be self-disciplined, aware of their responsibilities. Union leaders at branch levels must grow up.

"The NTUC must seek out and train those who can mature into balanced men and competent leaders; union leaders must learn to win support of their members with less bluster and posturing, with less exploitation of petty grievances and without protecting errant or misbehaving workers."

Higher productivity for higher rate of economic growth: Goh

December 1979: Then Minister for Trade and Industry Goh Chok Tong warned that unless productivity can be raised, "or we allow free import of guest workers", Singapore will not be able to achieve its main target rate of economic growth of eight per cent in the years ahead.

The objective is to achieve a high rate of economic growth through increased productivity rather than through more and more labour inputs from foreign sources, he explained.

"If we achieve a growth rate of eight per cent, then not only full employment will be maintained but also workers will be better paid," he told the

NTUC seminar on 'Progress into the 80s' at the Singapore Conference Hall on 9 November 1979.

"In fact, our worry is that we may not be able to attain this growth target because of insufficient labour. Manpower studies show that to sustain economic growth of eight per cent with prevailing rate of labour productivity increases, 41,000 workers per year will be required. But the anticipated net labour supply is only 20,000 in the next decade (this decade 32,000), hence the potential shortfall of 21,000 per annum."

He added: "While our labour productivity has been increasing, the rate of growth has been slowing down. If productivity growth remains at three per cent per annum, we would not be able to achieve our target growth of eight per cent per annum. To achieve this, we must raise our productivity growth per year to six per cent."

He offered this advice on how to accelerate productivity: Invest more capital; attract higher skilled, higher technological industries; upgrade manpower skill; intensify labour application; or in simple terms, work harder and improve organisational methods or managerial skills.

提高效率 惠及工友

自2010年职总推广增长与同惠计划以来，多个行业工友的生活和生计获得了改善。本报列举几个值得关注的实例。

食品与饮料业

新加坡麦当劳

挑战

为确保食物配送到订餐客户手中时仍然新鲜美味，麦当劳分店只有在配送骑士在店的情况下才包装顾客所订的食物。可是这么一来，配送骑士就得花时间等候食物包装了。

解决方案

公司决定在配送摩托车上装置卫星定位器，以便掌握骑士的行踪。同时，当骑士抵店之前5分钟，还可发送提醒信息，通过相关系统吩咐分店团队开始根据订单进行包装工作。

提高生产力

✔ 服务效率每个配送小时提高了16%。
✔ 减低配送骑士等候食物包装的时间。

工友的收获

约800名本地工友获得加薪。配送骑士也能够配送更多订餐，从而增加收入*。

*麦当劳通过其配送系统记录配送骑士的配送趟次，并据此付酬。配送趟次越多，收入越高。

医疗保健业

新加坡国立癌症中心

挑战

✔ 人工打电话约诊。
✔ 鉴于工作人员须人工查明化疗床和躺椅设备的可供使用状态，结果导致病人长时间轮候治疗。
✔ 鉴于前台、药房和护士等各部门职员缺乏沟通，结果导致时间延误和其他问题。

解决方案

✔ 运用实时患者信息系统（Rapide），使用RFID记录病人以及工作人员的位置，以便掌握他们的行踪，并且将化疗床和躺椅的可供使用状态实时发送告知信息给护士和前台职员。
✔ 此系统也能让药剂师通过电子方式跟进化疗病人的配药情况。
✔ 此系统也能提前30分钟给病人发送看诊预约手机短信。

提高生产力

✔ 医院比以前多治疗20%的病人
✔ 80%的病人候诊时间少过一个钟头。
✔ 护士和前台职员的工作每个月节省69个工时，或每年节省825个工时。
✔ 接待处职员用在约诊的时间，每年节省744个工时。

园艺业

Prince' s Landscape & Construction Pte Ltd

挑战

一般上园艺工程项目的施工场地日需11名工友，以及双程交通接送，属于劳工密集型作业。

解决方案

公司购买了一台附带螺旋推进器的小型挖掘机，其螺旋推进器可取代小型挖掘机用于种植作业的钻洞用途，尤其适用于大面积的，以及沿着高速公路展开的长程园艺工程项目。

提高生产力

✔所需工友从11名减少至5名
✔成本费用降低45%

工友的收获

4名本地工友获得加薪。

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热火朝天 提高生产力！

我国若想要在国际竞争中脱颖而出，就须要将生产力朝正面方向增长。

工会会员和工友们常听到这些工运标语：“更快、更好、更有效益”；“渐进式薪金制”；“更省力、更精明、更安全”；“为全民创造好工作”；“更好的工友、更好的工作、更好的顾客”等等。

这些如雷贯耳的工运标语都传达了一个基本信息：致力提高总体生产力，促进我国经济强力增长，从而提升各阶层、各年龄层、各国籍工友的生活品质。

工运在政府设立的多个主导全国生产力运动的委员会中派出实力代表，以捍卫工友的利益，其中一个是加入在2010年设立、旨在监督和推动全国生产力的高级别全国生产力与延续教育理事会。。

包容各界

全国生产力与延续教育理事会于2010年4月正式命名的时候，全国职工总会秘书长林瑞生在理事会中代表工运发言：“职总全力支持在全国提高生产力和强化延续教育的举措。我们对于在全国推展生产力的活动中包容各阶层工友，特别是低薪工友而感到高兴。”

展望未来

我国贸易与工业部在新近发布的2014年第二季度经济调查报告书中强调，提高生产力是实现持续增长的关键，因为这能使新加坡保持国际竞争力，并达到更高的生活水平。

贸工部指出，2010年我国政府做了一个决定性的改变：以推展生产力为导向，促进我国经济的发展。然而经过4年的努力，贸工部观察到我国的生产力增长其实仍然缓慢。

尽管如此，该部相信接下来有数项因素可促使我国生产力取得进展。

趋势转移

首先，由于政府分阶段实施人力缩紧政策，好让商家有足够的时间进行调整，人力缩紧政策的全面实施成效才刚刚开始显现。

第二，贸工部指出有迹象显示各公司对于提高生产力的态度发生了可喜的转变。至今已有1万7000多家公司从全国生产力与延续教育理事会推展的各项提高生产力措施中获益。其中，单是在2013年获益的公司便占了7000家。

正面增长

第三，低生产力行业呈现进展的势头。

职总秘书长林瑞生在总结工运为时一个月的国庆敬礼仪式时指出，要将全国生产力扭转回正面增长的方向须优先在三个方面着手改善。

第一个优先是，提高每一个行业的生产力。林瑞生秘书长给低生产力行业传达的信息是，以率先采纳措施而取得成功的业者经验为基础依据，趁早向更多人传达促进生产力的概念，以便这种思维深入人心，进而加快创新和变革的步伐。

第二个优先是，协助低生产力行业应用科技和节省人力设备减低劳动力密集的程度。

第三个优先是，最大限度发挥潜力，将现有的工作转型为适应未来需要的工作，并且直接创造更多未来型的工作。