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Greater Outreach And Advocacy For PMEs

By **Muneerah Bee Mohamed Iqbal**

PMEs (Professionals, Managers and Executives) can now look forward to enhanced services from the Labour Movement. In line with the LM2015 vision of Labour Movement For All, with a focus on protecting and better serving the interests of PMEs, NTUC will be ramping up efforts to better assist and meet the diverse needs of the PME members.

On 31 August 2012, NTUC Director (Legal Services Department and PME Unit) Patrick Tay shared the 4Ps which will be rolled out to benefit this group of workers who are identified as those with an educational qualification of a Diploma and above.

NTUC Director (Legal Services Department and PME Unit) Patrick Tay (centre), Next U® Director Dr Chan Mun Kit (in blue) and NTUC's e2i Acting Chief Executive Officer Gilbert Tan (in white) at the briefing session on 31 August 2012.

Protect

Firstly, NTUC will expand its outreach to protect PMEs through advocacy and workplace rights with a focus on four vulnerable groups of PMEs - mature PMEs, young PMEs, freelance PMEs and women PMEs.

This will be done through an enhanced online advisory service which was formerly known as the Industrial Relations Information System (Aunt I.R.I.S.). It is now named Workplace Advisory where union members can seek advice from the Industrial Relations practitioners on workplace issues ranging from workplace grievances to employment-related queries. The Workplace Advisory is also supported by full-time lawyers from the NTUC Legal Services Department. The service can be downloaded for free through the mobile app on iPhone and Android phones.

Union members also have the option of sending a private message via the Workplace Advisory service and obtain advice on the workplace issues they faced. They can also view the full list of the Frequently Asked Questions raised by other members to better understand the diverse issues faced by fellow workers. Non-union members will have limited access to the Workplace Advisory service.

Mr Tay said: "Through this enhancement of the capabilities and the provision of services, we hope more PMEs will be aware of some of the benefits of being a part of the Labour Movement and hopefully they will support our fellow PMEs by joining the union."

The NTUC PME Unit has also stepped up its social media efforts for unionised and non-unionised PMEs to exchange ideas and share their workplace experiences. The new social media platforms such as Facebook, twitter and LinkedIn will also share pertinent workplace issues with the general public.

> "NTUC recognises that we have a rapidly changing workforce with a growing profile with a growing number of PMEs (Professional, Managers and Executives) and as such, there is a greater need for the Labour Movement to play a greater role to better protect and look after their interests and welfare."
>
> **NTUC Competency Director (Legal) and NTUC Alignment Director (Professionals, Managers and Executives) Patrick Tay**

Continued on page 2

New NTUC Income Plan Generates Savings, Cash Flow

Want to have healthy savings yet need flexible cash flow? With NTUC Income's new VivoSave premium payment plan, you can.

Choose between a 10-year or 15-year payment term, and enjoy guaranteed cash benefits till you reach the age of 85! Best of all, these cash benefits will increase over time - from three per cent of the sum assured in the first ten years to six per cent in the next ten years to eight per cent thereafter, up to the age of 85.

While the cash benefits can go a long way to helping you meet life's big needs, you also have the option of re-depositing them with NTUC Income to earn additional interest. To make the plan more accessible, all VivoSave applications are guaranteed to be accepted regardless of the applicant's medical condition, up to a sum assured of $100,000.

Said NTUC Income Senior Vice-President and General Manager, Distribution, Ken Ng: "VivoSave is an innovative product that addresses the financial needs of a population that is ageing while becoming more affluent. It helps customers manage planned and unplanned expenses at different life stages and build a legacy for their children and grandchildren. The plan allows them to invest for a limited period and enjoy significant benefits that last for generations."

'Did You Know' Spotlights NTUC Eldercare page 8

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Greater Outreach And Advocacy For PMEs

Professional Development and Progression

In partnership with NTUC's e2i (Employment and Employability Institute) and Next U®, the executive education arm of NTUC LearningHub Private Limited, the Labour Movement will also assist PMEs in Professional Development and Progression to prepare them for future challenges. NTUC's e2i will co-fund PMEs to deepen their vocational skills that will help them progress up the career ladder and Next U® will continue to roll out programmes for this group of workers.

There has been an increasing trend of PMEs approaching both providers for their training needs. Next U® Director Dr Chan Mun Kit shared: "Last year there were about 4,000, and this year to date in August it is already quite near to 5,000 so we can see an increase in people coming in. Typically, they come for a few types of training programmes and most PMEs are interested in very practical types of training that lead to some kind of certification like IT or productivity or safety professional."

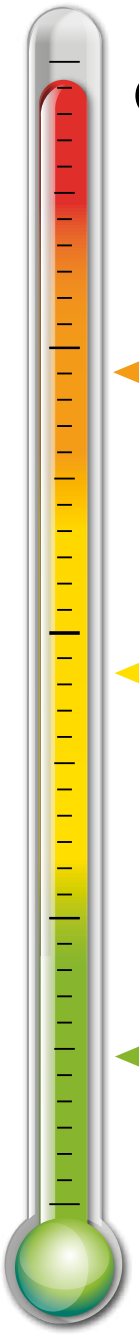
Placement

For better employment and employability opportunities, there will also be help for PMEs in career placements. On enhancing the employability of the PMEs to be T-shaped professionals, NTUC's e2i Acting Chief Executive Officer Gilbert Tan said: "NTUC's e2i will work on multiple aspects. At the very first aspect we would provide career coaching, and based on the needs we'll go into aspects of employability skills or horizontal skills. And where there's a need to, we can support them in deepening of their professional skills."

In terms of helping them with employment, NTUC's e2i also has a suite of services to help PMEs get a job and NTUC's e2i and Next U® will work on Place and Train programmes too.

Privileges

Finally, more efforts will be in place to bring exclusive Privileges to meet the needs of the PMEs with an exclusive suite of 'live and play' benefits catered to PMEs. In addition to the 4Ps, NTUC is also working closely with the tripartite partners on the amendments to the existing Employment Legislation. As more PMEs are joining the workforce today, the Labour Movement is pushing for changes to the Employment Act to better protect PMEs. PME membership has also increased from 130,000 in August 2010 to 142,500 in August 2011.



Outlook for Fourth Quarter 2012

Industry	Description
Chemical	Companies are conservative about production capacity growth due to unstable economic outlook for 2H 2012. Pharmaceuticals sector is expected to do well.
Electronics	Majority of the companies are experiencing business slowdown and business not expected to pick up in the coming months. Among the related industries, electronics components performed the worst.
Printing & Publishing	Negative outlook and stiff competition among printing companies.
Textile	Negative outlook with most industry players intending to relocate to other countries.
Land Transport	If fuel cost continues to be high, it will severely impact the profits of public transport operators.
Metal	Companies concerned about China's economy and its impact on Singapore. Performance of industry will also depend on performance of US and European economy. Cautious outlook for machinery and systems and precision engineering.
Attractions & Resorts	Positive outlook for attractions and integrated resorts.
Aerospace & Aviation	Positive outlook with most companies performing well and receiving new orders.
Construction	Positive outlook which will last until end of 2014.
Education	Education organisations hiring to cope with student enrollment, business expansion and staff turnover. Early childcare continues to expand rapidly.
Healthcare	With new hospitals opening soon, demand for healthcare professionals is soaring.
Hotels	Demand for hotel rooms is expected to be high.
Marine	Shipyard and rig building doing well. But profits will depend on Euro and US dollar exchange rates as contracts are in these currencies.
Security	Demand for security officers is expected to continue to be strong.

Legend:
Green - Positive & stable performance and growth. Positive outlook.
Orange - Mixed performance. Cautious outlook.
Red - Poor performance. Negative outlook.

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New Programme To Strengthen Singaporean Core, Meet Manpower Demands In OPEC Industry

By **Nicolette Yeo**
Photos by **Alvin Toh**

A new $4.67 million Screen-Train-Place-Train (STPT) programme for Process Technicians has been jointly introduced by the Oil, Petrochemical, Energy and Chemical Industries (OPEC) Cluster and NTUC's e2i (Employment and Employability Institute) in order to strengthen the Singaporean core in the industry as well as meet the demand for skilled manpower. This was announced at the Cluster's National Day Observance Ceremony on 24 August 2012.

"The STPT programme will lend more structure and support to this process by requiring that participating companies put in place a company-specific training and development framework to attract new entrants," said Cluster Chairman K Karthikeyan. "The programme also ensures that skilled workers undergo relevant training that enhances productivity real-time and also eventually leads to gain-sharing. Simply put, the STPT requires companies to link training programmes with better skills and higher productivity for workers."

> "e2i is committed to work with the unions and employers to package structured training solutions that could enable workers to access good jobs. This partnership with Shell and the OPEC Cluster for the recruitment of the Trainee Process Technicians is a good example. This Screen-Train-Place-Train programme offers Singaporeans a chance to join the OPEC sector, and land themselves a better job that offers promising career advancement prospects."
>
> NTUC e2i (Employment and Employability Institute) Acting Chief Executive Officer Gilbert Tan

Senior Minister of State for Home Affairs and Foreign Affairs Masagos Zulkifli Masagos Mohamad (second row, centre), OPEC Cluster Chairman K Karthikeyan (second row, eighth from left), Shell Pulau Bukom General Manager Dr Huck Poh (second row, tenth from left) with the Trainee Process Technicians on the Screen-Train-Place-Train programme. Also pictured are Singapore Shell Employees' Union Executive Secretary Desmond Choo (second row, left) and NTUC Assistant Secretary-General Cham Hui Fong (second row, ninth from left).

Revealing that Shell is one of the early adopters of the STPT programme, Mr Karthikeyan said that they will be working with e2i to find ways to fine tune existing e2i programmes to value add and help with the manpower challenges of all other companies in the Cluster. A total of 25 Trainee Process Technicians are currently undergoing the programme at Shell Pulau Bukom, and another 75 are expected to do so by 2014.

It consists of an initial screening process and pre-employment training by e2i, followed by two months of classroom training and nine months of on-job-training. Trainees are given allowances and stipends during the training period. They can also expect to have good career progression - from Process Technician to Senior Process Technician, followed by Team Leader (Executive) and Engineer (Executive).

The event's Guest-of-Honour, Senior Minister of State for Home Affairs and Foreign Affairs Masagos Zulkifli Masagos Mohamad, was "heartened" by the STPT programme, pointing out that all the candidates are Singaporean and that almost half of them are already placed with Shell.

Dr Huck Poh, General Manager of Shell's Pulau Bukom manufacturing site, shared that the company was supportive of the national goal to strengthen the Singaporean core of workers, calling the new programme a "reinforcement to our continuous efforts to train and develop local workers".

From left: Trainee Process Technicians Daisy Toh, Muhd Husaini and Hairudin Mohamed

A Blessing In Disguise

It is bad news for most people, but for 35-year-old Daisy Toh being retrenched may have been a blessing in disguise. For about five years, Ms Toh was working in a job that gave her little opportunity to put her Chemical Process Technology NITEC to use. When she was retrenched about two years ago, Ms Toh made up her mind to get a job where she could use her education and got the opportunity to become a Trainee Process Technician at Shell.

Ms Toh said the training so far has been a refresher for her, reinforcing what she learnt in the NITEC as well as providing practical knowledge on how to handle incidences at the plant. It has also given her the confidence to enter the industry and do her job.

"The quality of training is very good; it is a very short and compact course but there is a lot of knowledge being imparted to us - experience, technical skills and all kinds of things," said Ms Toh.

From Courier To Technician

No background, no experience. You could say that 24-year-old Muhd Husaini took a real leap of faith to join the petrochemical industry. While working as a part-time dispatch rider, the Diploma holder in Electronic Engineering was given the opportunity to be part of Shell as a Trainee Process Technician. He gamely took it up because he "wanted to take up new challenges, learn something new; something he learnt in school".

Despite his lack of formal training in petrochemicals or related qualifications, Mr Muhd is able to cope with the training under the STPT programme. "The training is manageable for me; it is at a comfortable pace. Whatever they teach, they always give examples. For example, when we learn about the pumps and columns, they will quote examples of how it works in the refinery. At the earlier learning stage, they also taught us the theory," he explained.

Switching To Better Things

Better career prospects and better pay. This explains why 34-year-old Hairudin Mohamed made the switch from the electronics manufacturing to the petrochemical industry. Having worked in various electronics manufacturing companies for about seven years, Mr Hairudin found the jobs to be stagnant with little career progression.

He thus seized the opportunity to join Shell as a Trainee Process Technician, and is now part of a company that offers the top 30 per cent of salaries in the industry. Mr Hairudin finds the training so far to be very helpful.

"It is quite interesting, quite enjoyable; they conduct the course at a very comfortable pace that we can absorb. Most of the trainers are very knowledgeable, very experienced - they are well versed on safety procedures, basic refinery, so we benefit from their experience," he shared.

Infocomm And Media Cluster: Key Contributor To Growth Of Singapore Economy

By **Nicholas Lee**
Photo by **Vincent Nghai**

Minister Grace Fu sharing a light-hearted moment with unionists.

As media and entertainment companies around the world continue to rely more on Information and Communications Technology (ICT) components and shift their focus on Asia, and as the demand for mobile devices increase, companies in Singapore need to continue to improve and focus its attention on building world class infrastructure and manpower in order to tap on the prospect.

This was the message for members of the Infocomm and Media Cluster by Minister in the Prime Minister's Office, Second Minister for the Environment and Water Resources and Second Minister for Foreign Affairs Grace Fu who was the Guest-of-Honour for the Cluster's National Day Observance Ceremony on 23 August 2012.

Close to 150 members of the Infocomm and Media Cluster and staff from the Singapore Press Holdings (SPH) Limited gathered at the SPH Auditorium for the event. The Infocomm and Media Cluster included members from the Amalgamated Union of Statutory Board Employees (AUSBE), Singapore Industrial & Services Employees' Union (SISEU), Singapore National Union of Journalists (SNUJ), Singapore Press Holdings Employees' Union (SPHEU), Singapore Union of Broadcasting Employees (SUBE), Times Publishing Group Employees' Union (TPGEU) and Union of Telecoms Employees of Singapore (UTES).

In his opening address, SPH Chief Executive Officer Alan Chan noted that Singapore has performed relatively well despite the prospect of a recession looming over Europe and the slowing down of the growth of the China market. The Infocomm and Media Cluster has been a key contributor to the growth of the Singapore economy. "Increasingly, every economic sector has been leveraging on Infocomm and Media to expand and increase business capabilities and revenues," acknowledged Ms Fu.

To encourage the deepening of the Singaporean Core in the Infocomm and Media sector, Ms Fu said: "It is important that Singaporeans build capability and expertise, to deepen the Singaporean Core in the workforce and leadership rungs in this sector."

As part of the Media Development Authority's five-year roadmap that was announced in March, freelancers can now attend Singapore Workforce Skills Qualifications (WSQ) and non-WSQ courses and claim training allowances while grants will be made available for experienced media professionals to apply for local or overseas apprenticeships and attachments.

Hoping to rally groups of freelancers and part-timers of the industry, Infocomm and Media Cluster Chairman and SUBE General Secretary Simon Yam said: "There is one whole chunk of freelancers outside which is not represented. And we want to gather this group of people together to form part of us… there are courses for them which they can tap onto, but they must be formed up in one cluster itself."

Productivity Boost For Healthcare Workers

By **Florina Oo and Joshua Joseph**

Improving productivity at institutional level and raising the image and professionalism of certain categories of staff in the healthcare sector will form the key focus for the NTUC-initiated tripartite workgroup which will consist of the Ministry of Health, NTUC, Singapore Workforce Development Agency, NTUC's e2i (Employment and Employability Institute) and six other hospitality clusters. The categories of staff will include Health Attendants, Healthcare Assistants, Patient Care Assistants and Patient Service Associates and staff as the workgroup strives towards providing better jobs and ultimately better pay.

MP for Nee Soon GRC and Healthcare Services Employees' Union Executive Secretary Patrick Tay joining the children in celebrations.

This was shared by MP for Nee Soon GRC and Healthcare Services Employees' Union Executive Secretary Patrick Tay at the National Day Observance Ceremony held on 23 August 2012 at Khoo Teck Puat Hospital (KTPH). The event was jointly organised by Healthcare Services Employees' Union and Khoo Teck Puat Hospital. The initiatives will be spearheaded by the public healthcare cluster/ hospitals for the first phase as it also aims to work on the Intermediate to Long Term Care sector for the second phase. The Healthcare Cluster Tripartite Workgroup will be launched on 14 September 2012.

At the event, Mr Tay paid tribute to those in the healthcare industry. He said: "Singapore has a very well established healthcare system and prides itself on its focus of providing quality healthcare. Even as the changing demographics profile of our society pose challenges, various challenges to the healthcare industry, our healthcare workers never stop putting in their best efforts, and an extra mile to raise the standards of healthcare as they help our people to live well and live long." He also acknowledged the contributions of KTPH staff for the positive feedback received for their "continued efforts in shaping our healthcare landscape to be one of the best in the world."

Speaking on the strong union-management relations at KTPH, Mr Tay shared: "I'd like to thank the management and staff for your relentless support for the union. The harmonious relationship between the management and union here at KTPH is exemplary and has made all great things possible to not only our members but also for our staff at KTPH."

Also gracing the event was Alexandra Health Group Chief Executive Officer Liak Teng Lit who shared how he had pictured the hospital six years ago: "We were given the opportunity to plan this lake and we visualised that one day we will actually sit here and we will be in the shade of the building, enjoying the breeze and the beautiful scene in front of us. This is only possible when we have vision, we have united people."

Mr Liak also reminded the audience to appreciate what Singapore has to offer and how much we have achieved: "Many Singaporeans today take things for granted… We have this because we did something special. And that something special can disappear very quickly." Summing up, he urged the audience to think of what they can contribute now so that the next generation can enjoy a better future.

Sailing In The H2P2 Spirit

By **Joshua Joseph**

There was good news aplenty for those on board the cruise to Kusu Island at NTUC's Re-employment Group and U Live Community for Active Agers National Day Observance Ceremony on 25 August 2012. Member of Parliament for Ang Mo Kio GRC and U Live Advisor Seng Han Thong shared many encouraging advancements for the U Live Community with some 180 people as they sailed together on a cruise that departed from Marina South Pier to Kusu Island admist a joyous atmosphere.

Ang Mo Kio GRC and U Live Advisor Seng Han Thong (centre) with active agers on board the Cheng Ho Junk.

Mr Seng shared that the employment rate for the 55-64 age group had increased from 56.9 per cent in year 2000 to 61 per cent last year. Said Mr Seng: "As U Live ambassadors, U Live committee members, union leaders and U Live members, our same destination or our same objective is to live healthy, happy, productive and purposeful lives. One way is by making re-employment happen and to encourage more to be re-employed. We have done well in this respect."

The U Live Community has also seen an encouraging expansion from 111,000 members in December last year to 120,000 as at July this year with 20 different interest groups for seniors to stay active, ranging from brisk walking, bowling, travelling and many other activities.

Mr Seng spoke of new plans to develop the U Live community: "We are also focusing on building the value of the U Live community by working with relevant partners like Council for Third Age (C3A), Parkway Cancer Centre (PCC), RSVP (VWO) and a few others to come up with programmes to engage seniors especially at our major events like the annual U Live Symposium which was held just one month ago."

To deepen the engagement for mature members, the U Live committee has encouraged unions to form U Live Chapters. To date, the Education Services Union has formed the ESU Platinum Club; Healthcare Services Employees' Union will also launch its Alumni 55 in September; with Attractions, Resorts & Entertainment Union (AREU), Amalgamated Union of Statutory Board Employees (AUSBE), United Workers of Electronics & Electrical Industries (UWEEI) and more unions aiming to form chapters by the year end.

At the event, Senior Industrial Relations Officer Ivan Lim who was organiser of the NDOC shared on the significance of the trip to Kusu Island, explaining one of its legends which symbolises longevity. Also present was Singapore Urban Redevelopment Authority Workers' Union President Freddy Lim who shared: "It's a timely moment to organise all the active agers together because they have gone through life, seeing the nation progress... we can appreciate the efforts of the Government together with the unions that have worked together to make life better for workers. On this NDOC day, it is very meaningful because it recognises the efforts of workers and also it's a time for us to gather together, bond together and strive to do better."

In closing, Mr Seng said: "This is the journey where we bond; this is the journey where we celebrate our National Day; this is also the journey where we learn. Indeed, we should never stop learning and as U Live members we must support life-long learning to be Healthy, Happy, Productive and Purposeful - H2P2!"

A Celebration Of Inclusiveness

By **Joshua Joseph**

It was a true reflection of the heart and spirit of the Labour Movement as National Day Observance Ceremonies (NDOC) held this year were an all-inclusive affair that mirrored the national theme of `Loving Singapore, Our Home.' A total of 25 NDOCs were held this year with some 10,830 participants as union leaders, management, tripartite partners and workers were united in celebrating Singapore's 47th birthday.

The ceremonies also saw the coming together of the young and old, the PMEs (Professionals, Managers and Executives) the rank-and-file workers as well as the locals and foreigners as they stood united with one voice and heart in the celebrations. The Labour Movement's youth wing Young NTUC and nEbO kicked off this year's NDOC celebrations on 3 August 2012 where youths shared and expressed their aspirations for a better Singapore.

The NDOCs also saw many significant landmarks and highlights that included U Family's National Day celebrations which saw more than 350 children and over 100 babies at the event in what was one of the biggest gathering for babies and children for a National Day event. A new record was also set in the Singapore Book of Records for the largest Singaporean flag made with 1,800 milk bottles.

Singaporean workers were also kept at the focus of celebrations as the Marine Engineering Cluster NDOC witnessed the launch of NTUC LearningHub's Industry Skills Centre and the progressive wage structure to strengthen the Singaporean core of workers. Re-affirming the tripartite commitment, the NDOC at Khoo Teck Puat Hospital saw the formation of a tripartite workgroup to improve productivity, the image and professionalism of lower-wage healthcare workers in helping them achieve better jobs and pay.

Likewise, celebrations at Prima Limited saw the affirmed support for the progressive wage model to improve the lives of workers as locals and foreigners shared in similar high spirits and passion in celebrating the nation's birthday.

Marking the end of the National Day celebrations, the Labour Movement rounded up its celebrations at the final NDOC this year on 27 August 2012 at the Staff Union of NTUC (SUN) NDOC. Sharing at the event, NTUC Secretary-General Lim Swee Say described the inclusiveness of Singapore that was reflected through the celebrations as something "very precious" and emphasised its importance in our everyday lives. He added:"On the whole, we can all feel good and feel proud that the spirit of this home with a hope and a heart is in action all over Singapore everyday in many places."

SMMWU And Courts Up Productivity In Retail

By **Muneerah Bee Mohamed Iqbal**

Retail staff at Courts (Singapore) Private Limited can now look forward to a Cheaper Better Faster way of working. On 16 August 2012, the company along with its union The Singapore Manual & Mercantile Workers' Union (SMMWU) and NTUC's e2i (Employment and Employability Institute) signed an Inclusive Growth Programme (IGP) Memorandum of Understanding (MOU) to raise productivity and service standards across all 12 Courts outlets.

With $150,000 funding from the IGP, the retail workers will be equipped with interactive mobile tablets which will facilitate several aspects of their day-to-day duties. The tablet provides interactive product displays, service information and recommendations to enhance their product knowledge. The workers are also guided on selling techniques to understand the customers' situations and propose solutions through the mobile platform, addressing the problem for workers who are unable to attend classroom-based training which were product-focused rather than solution-focused.

It also eases order processing as the orders and payment can be transmitted wirelessly, after which the customers are given a receipt to collect their purchases. This is a breakthrough from the previous process where the sales staff needed to go to a designated computer system to enter the information and capture the sales.

Productivity and customer satisfaction are expected to improve through this project. A total of 224 local staff will be given bi-annual performance and tradeshow incentives as a sharing of company gains, in addition to other commissions and incentives. This translates to an increase of eight to 11 per cent from the current base salary.

Courts Chief Executive Officer (CEO) Terry O'Connor (pictured, centre) described the project as a great collaboration which produces wins for the company, for the staff particularly those in the front line and for retail in general. Indeed, Courts is the first to pioneer this initiative in the retail industry, specifically in furniture and electrical sales.

NTUC's e2i Acting CEO Gilbert Tan (pictured, right) pointed out that most people would relate to productivity in manufacturing but it is harder for them to imagine what productivity in retail is. "But here is an example of how the union and employer came together and worked on a package of providing skills training, equipment and even process change that will help workers be more productive and I think it is something that is commendable," he said.

SMMWU Secretary-General Emeritus John De Payva (pictured, left) applauded the company for being a pacesetter and hopes the rest of the industry will soon follow. The union also looks forward to work with more retailers to explore how they can improve their productivity.

nEbOians Share In Bucket List Book

By **Florina Oo**

Photo courtesy of Singapore Management University

DPM Tharman (fourth from left) together with co-author Clive Lim and fellow nEbOians at the book launch.

Do you aspire to set up an online business before turning 21, or look forward to the day when you could sail out and explore the sea? These are some of the bucket lists shared by 35 young Singaporeans in 'Past > Present >> Future', an inspiring publication that offers insights from youths who have overcome their personal challenges and are determined to live their dreams.

The book was launched on 28 August 2012 at the Singapore Management University (SMU) by Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam. Initiated by five students from SMU's Lee Kong Chian School of Business, the publication was a collaboration with the Central Singapore Community Development Council, nEbO, Special Olympics Singapore and Youth Without Borders. The event also celebrated the students' achievement as they can now proudly tick off one item from their life's bucket list - publish a book.

To better understand today's generation, some of nEbO's youths and interest groups were invited to contribute a chapter to the book. One of them is nEbO activist Low Kai Ling. The 21-year-old did not hesitate to share her story when approached by the team. Her motto is: "Life is too short for any regrets." Recounting her childhood, Ms Low wrote: "I'm thankful for the love and support of my family even though there are times when I get rebellious and couldn't be the ideal daughter and sister they expected me to be."

> "Success tends to come with doing what we enjoy. I believe in that."
>
> **Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam in his address at the launch**

Since joining nEbO in 2009, Ms Low said she has become a better person and much more confident on the direction of her life. She also revealed the one item she would love to cross off her bucket list: Go for a radio deejay audition. Shared Ms Low: "That's actually my dream since secondary school, because I always think it's quite cool to be a deejay… everyone can hear what you are talking about!"

Past > Present >> Future retails at $17.90 each. Youths below the age of 25 can purchase the book at a special price of $14.90. Grab your copy from Kinokuniya bookstores island-wide, or purchase an e-book at http://tiny.cc/pastpresentfuture.

All proceeds from the book will go towards Hougang Care Centre, a rehabilitation centre which provides mental health services.

The Long Distance Workers - Still Going Strong

The Retirement and Re-employment Act requiring employers to offer re-employment to employees beyond the current statutory retirement age of 62 till age 65 under mutually agreeable terms took effect in January 2012. With longer life spans, the Act allows workers to work longer and save more while employers gain from their experience and contributions.

Being in the forefront of re-employment efforts in Singapore, the Labour Movement practices what it preaches and re-employment is not just said to be done but, more importantly, seen to be done in its own backyard.

Collectively, NTUC and the 12 NTUC Social Enterprises amount to one of the bigger employer groups in Singapore and are undoubtedly age-friendly. A recent survey shows that more than 30 per cent of the total staff strength are above age 50. Out of that figure, 130 are still employed beyond 65 years old.

We take a look at some of the active agers still going strong beyond 65 and those who help make it possible. This week NTUC LearningHub Private Limited (LHUB) shares its practices.

By **Marcus Lin**

'Uncle Eric' Finds Second Wind At LHUB

Affectionately called `Uncle Eric' by his younger colleagues, 66-year-old Mr Eric Wong holds the title of oldest employee in NTUC LearningHub Private Limited (LHUB). He joined LHUB when he was already 62 in 2008, and is enjoying a second lease of working life and being a lifelong learner.

How he joined is interesting. He explains: "I was previously working in a company for 36 years. When it was taken over, I was then already 60 and as the retirement age was 62, I thought no point staying on and volunteered to retire early."

After he got his compensation, he intended to retire for good. His grown up children also told him not to work as he has no commitments at all. But it was difficult to pass time with nothing to do.

After one and a half years, one of his ex-colleagues told him about a temp job available and if he was interested. Mr Wong gave it a try, but instead of a temp job LHUB put him on a contract basis for six months.

After five months, they gave him a permanent job until he reached 65 when it was converted to a contract basis. What he is doing now is related to his prior experience in accounts and finance.

Mr Wong has absolutely no regrets and is in fact thriving in the new environment. Working in a dynamic and progressive social enterprise is stimulating and keeps him active, he said, and there are opportunities to learn new things instead of doing things the old fashioned way

He added: "I work to keep myself busy. When I came over here I noticed the workforce is very young and all the heads are very nice, friendly, understanding and the environment is good. That's why I continue working here.

"Over the last four years, I was given the chance to attend courses and also to be hands on with things like Excel. It's only when we are hands on that we get used to it. As long as I am still fit, I will continue as long as LHUB still needs me. I am very happy working here and don't mind continuing working if there is a position for me".

At A Glance

Who: **NTUC LearningHub Private Limited**
Year founded: 2004
Type of business: Adult training
Number of offices, training centres: 4
Number of staff: 235 (as at August 2012)
Average age of staff: 35
Number of staff aged above 50: 11
Number of staff aged above 62: 3
Number of staff aged above 65: 2
Age data is based on age as at 31 December 2012

With Right Fit, Any Age Is Right Age

Corporatised in 2004 with the mission to enhance the lifelong employability of workers by providing high quality, innovative products and affordable learning, it is no surprise that NTUC LearningHub Private Limited (LHUB)'s staff are relatively young.

As the average age of staff is now 35 years old, the majority of whom are PMEs (Professionals, Managers and Executives), LHUB has so far not had an existing staff member reach the current statutory retirement age of 62 and offering him or her re-employment till 65.

But that has not stopped them from employing new staff who are already past 62, of which there are now three. This in itself is testimony that LHUB's recruitment policy is age-blind, and they were doing it even before legislation was enacted to offer re-employment to those past 62.

LHUB Chief Executive Officer Zee Yoong Kang said: "At LHUB, there is no age discrimination. We welcome anyone with the right skills and right job fit. As long as you are able and healthy and contributing, there is no limit to how long you can work."

In line with the legislation, LHUB employs those past 62 on a yearly contractual basis with more or less the same benefits, terms and conditions of employment as other staff. The exception being that they don't have an Annual Wage Supplement (AWS) but instead have a Completion Gratuity which is equivalent to the AWS.

Mr Zee pointed out: "As LHUB is in a knowledge industry, experience can be an asset. We also know that older workers are often more committed, and we need more of our staff to stay in LHUB longer so that they help LHUB build up our knowledge base."

LHUB is fine-tuning its re-employment policy with the union that will follow closely the Tripartite Guidelines for Re-employment of Older Employees. Past years' of service will be recognised and staff will basically be re-employed based on their last terms and conditions of employment, except that it will be on a yearly contract basis.

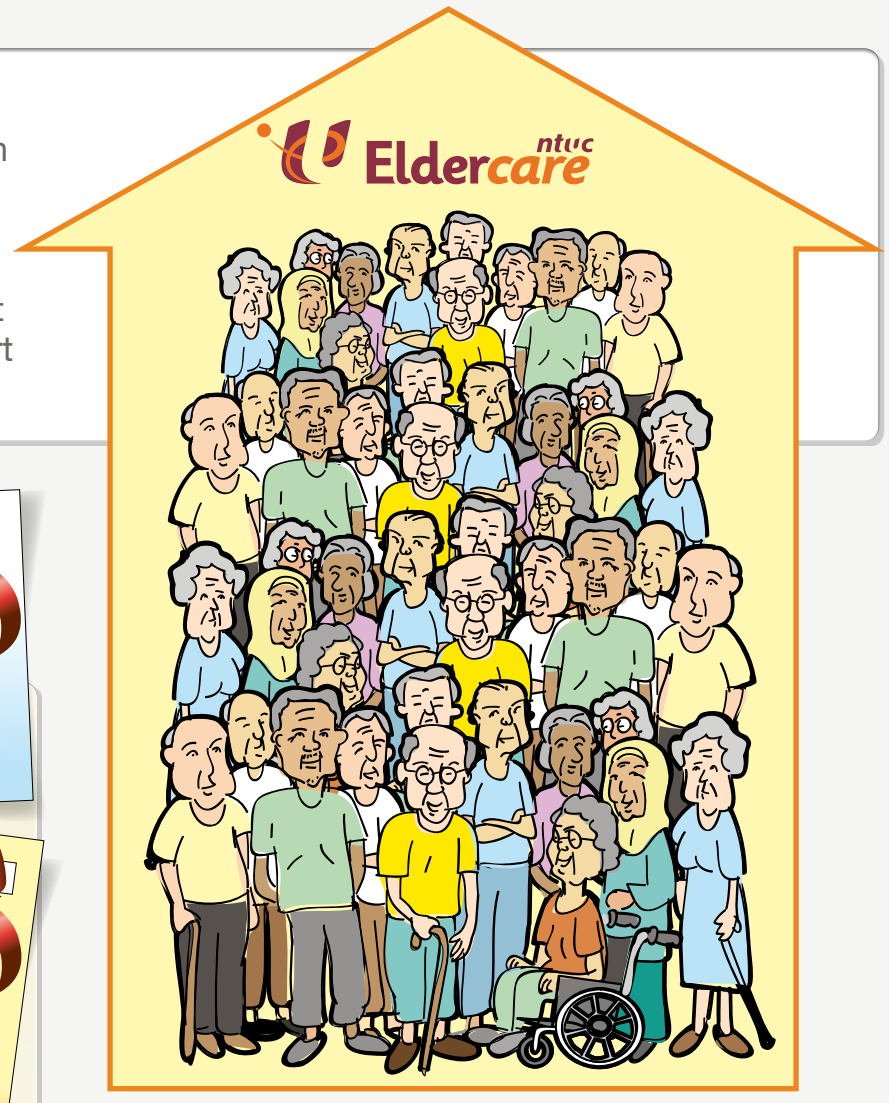
As far as possible, the pay will not change unless there is a change in job size or conversion to part-time or other employment schemes. Where there are major changes, alternative job scopes will be explored that meet both the individual and organisation's needs.

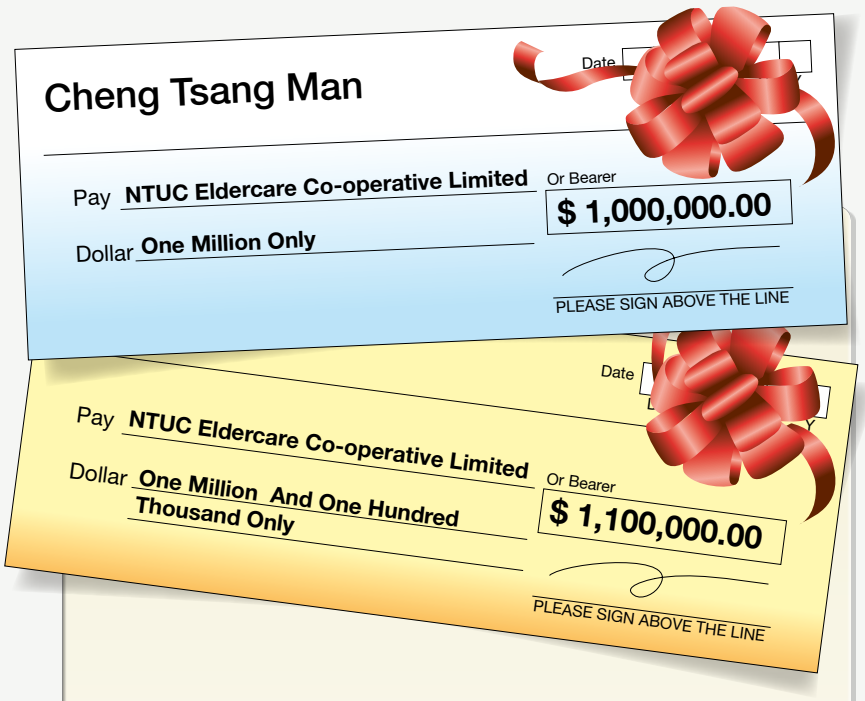
Added Mr Zee: "We do not set a cap as to how long contracts can be renewed. There is a friendly understanding that staff can continue indefinitely so long as they are healthy and their performance is good."

Did You Know SE

NTUC's 12 Social Enterprises (SEs) were set up by the Labour Movement to support working families in Singapore. From daily essentials, health and wellness to education, training and financial services, the NTUC SEs have been serving working families for over 40 years. NTUC This Week is pleased to bring you the "Did You Know" series featuring less known facts about NTUC SEs. This month, we take a look at how NTUC Eldercare Co-operative Limited has helped working families care for their elderly loved ones.

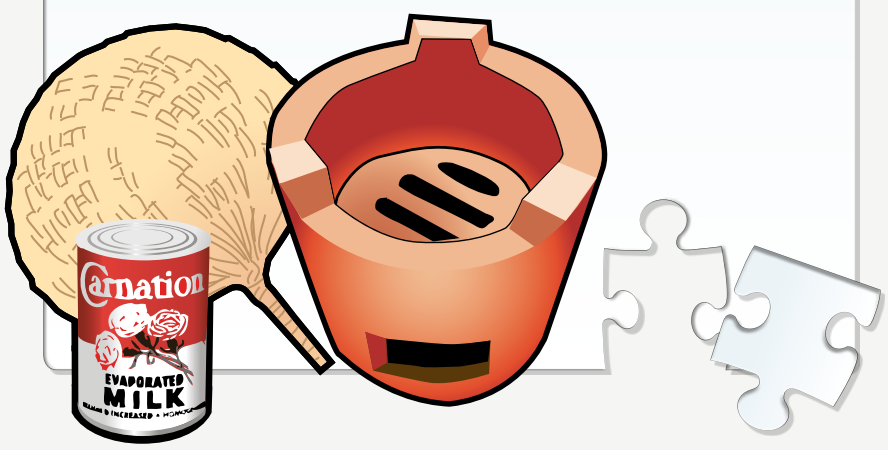
1 Come 2030, one in five or about 960,000 Singaporean residents will be aged 65 and above - a threefold increase from today. This is the reason why the Labour Movement set up NTUC Eldercare, to support working families with elderly parents.



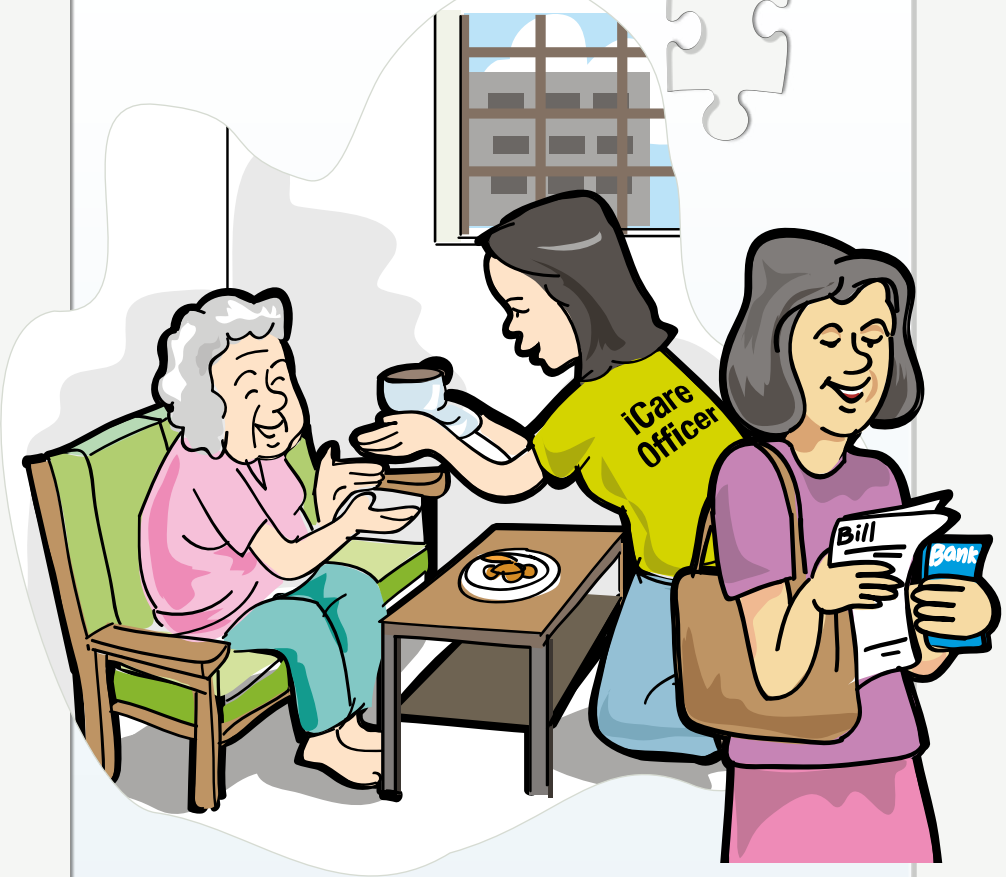


2 Unions, co-operatives, the Singapore Labour Foundation, and well-wishers collectively contributed $1.1 million to NTUC's annual fund raising drive in 1998/99 which was dedicated to set up NTUC Eldercare. By the time the first day-care centre at Blk 172 Woodlands St 13, (Marsiling) was opened in May 1999, the amount had doubled, thanks to a $1 million donation by Mr Cheng Tsang Man of Prima Ltd.

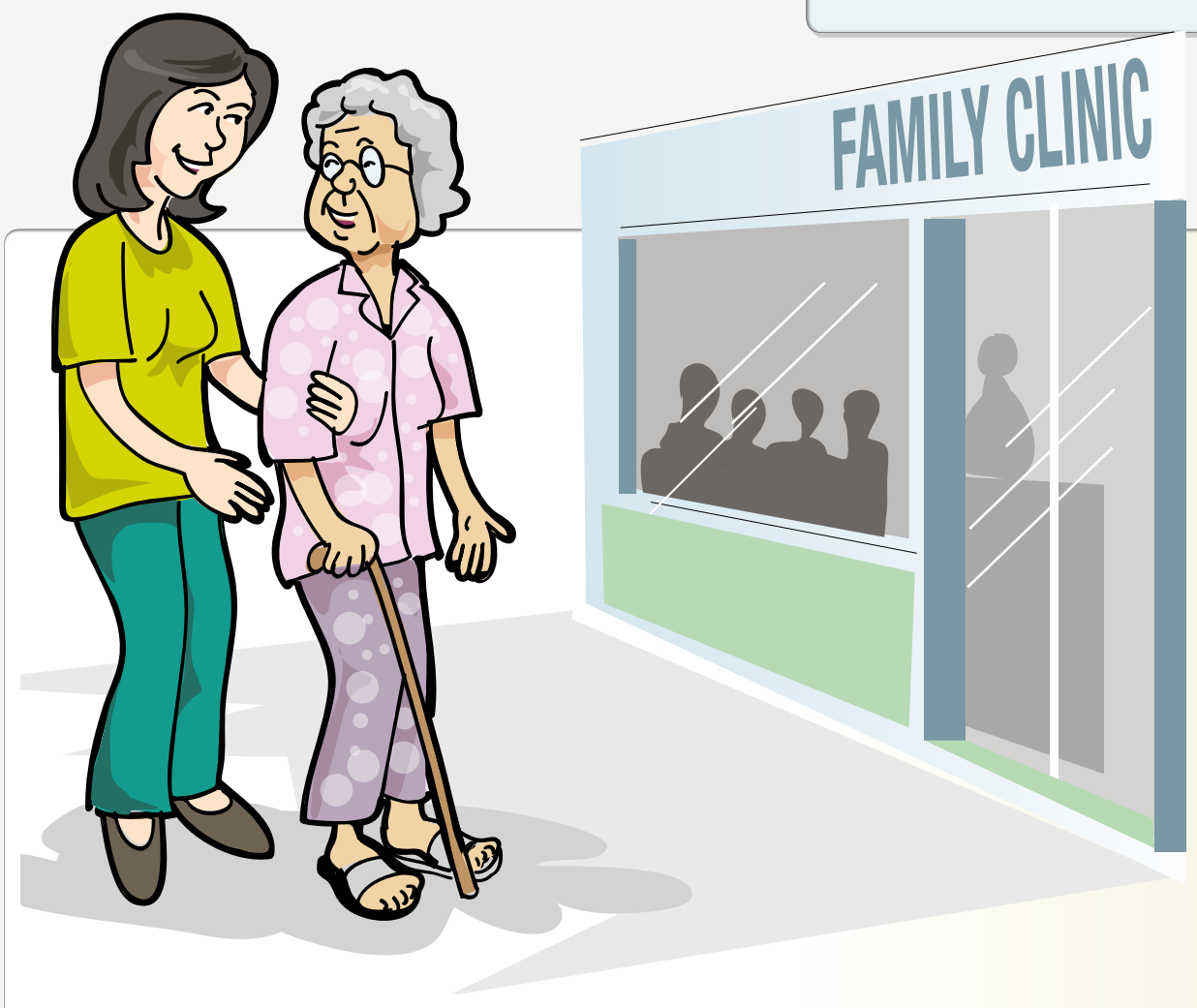
3 A 'Memory Lounge' corner is set aside in selected NTUC Eldercare centres to feature common objects of the past, such as old charcoal stoves, milk tins for drinking coffee, cane furniture, and straw fans. These inspire conversation among the elderly who love to talk about the past. It also helps those suffering from dementia.



4 NTUC Eldercare recently partnered with Home Nursing Foundation to provide nursing services in addition to social services. With this, customers of NTUC Eldercare can now receive better all-round care.



5 NTUC Eldercare recognises that caregivers need a break from looking after the elderly from time to time, hence it provides them with 'respite care'. This takes the form of NTUC Eldercare iCare Officers who are ever ready to visit the seniors' homes to relieve the caregivers for a few hours while they take a break.



6 Bringing elderly to clinics for their medical appointments is the most popular request under the Care@home service run by NTUC Eldercare. Other popular requests include helping to shower or bed-sponge the elderly, assisting them in home rehabilitation exercises, and also providing companionship and engaging in casual conversation.

Soaring Up A Structured Career Path

Enjoying an exclusive tour around ST Aerospace at Seletar.

By **Muneerah Bee Mohamed Iqbal**
Photos by **Chin Boon Lian**

The aerospace Maintenance, Repair and Overhaul (MRO) industry has an unseen domino effect on many other industries. NTUC Deputy Secretary-General and Singapore Industrial & Services Employees' Union (SISEU) Executive Secretary Ong Ye Kung pointed out during the Learning Journey to Singapore Technologies Aerospace (ST Aerospace) jointly organised by the Ong Teng Cheong Labour Leadership Institute, SISEU and ST Aerospace on 16 August 2012.

Without efficient MRO capabilities, it would be hard for Singapore to have a vibrant tourism sector which in turn affects a lot of jobs in various sectors. Besides being good for the economy and the country in its role in the defence of Singapore, the company is also good for workers. During the Learning Journey led by NTUC Secretary-General Lim Swee Say, the company shared how it invests in skills and builds expertise in its workers.

Working together with NTUC's e2i (Employment and Employability Institute) and the Institute of Technical Education (ITE), they offer a structured training scheme to move technicians to inspectors and Licensed Aircraft Engineers (LAE) as part of their career progression. The progression track allows workers such as Mr Goh Boon Hee to climb his way up from a trainee technician in 1989 to a LAE today. The company's career development plan not only gives existing workers a bigger picture of their possibilities in the company, it also helps to attract new entrants.

Kaizen Way Of Productivity

The company also puts in a lot of effort to improve its productivity and has been implementing Kaizen since 1996. To date, the company has completed over 400 Kaizen initiatives with the involvement of more than 2,900 workers and these initiatives translated to over $20 million of savings for the company.

In one of the initiatives to reduce the man hours, the company optimised and streamlined the process for engineers and skilled workers working on the engine of the plane. With the improved work process, each worker could specialise in one zone and it makes it an easier and smarter way of working.

Leveraging On Technology

Labour productivity comes in the form of the Aerobook 3.0, a wireless tablet PC to improve efficiency and enhance the mobility of workers in the hangars. With the Aerobook 3.0, engineers and technicians who are working on different parts of an aircraft or different hangars can access the same technical database remotely with the help of a browser.

Workers can now spend most of their time at the aircraft instead of roving around to look for information or the relevant people to sign off documents. It allows them to concentrate on the tasks on hand, making it more conducive for them to work. The Aerobook 3.0 has reduced time spent away from the aircraft by 25 per cent.

With better time management, it reduces turnaround time and increases the quality of work. As the initiative is in the initial conceptualisation stage, the company is working with its union SISEU to explore possibilities of securing funding to develop the project further.

Sharing Gains

The company also believes in gain-sharing with its workers. Last year, the workforce received about six-months productivity bonus on average, depending on their performance, and to help them cope with inflation the company also gave a one-off payment. ST Aerospace President Chang Cheow Teck shared: "For National Day, we had declared a National Day Bonus for all staff. So the philosophy is that company does well with the workers help, the gains are shared with the workforce."

With such clear efforts to invest in and reward workers, ST Aerospace has been able to retain its Singaporean Core where about 85 per cent of the workforce are Singaporeans.

The Progressive Way Up

When Iswandie Wanhar did not do well for his GCE O-Level 12 years ago, he decided to proceed with his National Service commitments. In the months leading up to his Operationally Ready Date (ORD), he was on a job hunt which landed him in ST Aerospace and his career with the company has since progressed far from where he started.

He joined the company as a trainee technician under the NITEC Apprenticeship scheme in April 2000. In 2002 he completed the NTC-2 in aircraft maintenance (E&I system) and was promoted to a Technician. Three years later, he was promoted to Senior Technician.

With his positive work attitude and aptitude, the company enrolled him in the Certificate in Aircraft Maintenance Programme (CAMP) and converted him to a trainee LAE in 2006. In the same year, Mr Iswandie also took up a Diploma on a part-time basis.

His career progression continued and in 2009 he became an Assistance Engineer, and subsequently a full-fledged LAE in 2011 when he successfully completed CAMP and obtained a Civil Aviation Authority of Singapore (CAAS) licence.

In early 2012, Mr Iswandie was offered the opportunity to progress to the role of Technical Training Instructor for the company's Technical Training Centre. The career path has been beneficial for him as it gives him a clear picture of what is ahead of him and motivates him in his ambitions. Mr Iswandie put it simply: "When you have vision without a succession plan, it wouldn't work."

He also encouraged workers to make full use of the opportunities presented to them, the way he has. "The company gave me an opportunity and it's up to me to grab it," he said. By seizing the opportunities that lay before him, Mr Iswandie was able to obtain his qualifications through his job, giving him an alternative route to achieve his career goals as observed by DSG Ong: "So you actually got your equivalent of your degree holders' job not by getting a degree first, but by working first; by working in a deep-expertise company that gives you the opportunity."

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Theatre Workshop Benefits Unionists

By **Joshua Joseph**

Ever watched a play and walked away wishing you could have put your own spin to it? At the 'Perfect Day' forum theatre workshop, that's what audience could do when they were allowed to step into the shoes of characters in a play to change the outcome of how the story ends.

The forum theatre workshop held at the National Library Building on 31 July 2012 allowed some 91 participants consisting of union leaders and representatives from the Ministry of Manpower (MOM) to gain insight and role-play potential tensions and possible solutions in a hands-on-manner.

The event was a collaboration between the MOM's Community Engagement Programme (CEP) Secretariat and the OTCi Alumni in conjunction with Racial Harmony Celebrations in July 2012. The CEP aims to strengthen the understanding and ties between people of different races and religions and encourage different sectors of society to pick up skills and knowledge in coping with emergencies.

At the event, Guest-of-Honour NTUC President Diana Chia shared: "This Community Engagement Programme was launched by the Prime Minister in 2006 and since then NTUC with their affiliated unions and union members have played a pivoting and engaging role as a stakeholder and strong supporter to strengthen the social cohesion and resilience in Singapore. We are partners within the tripartite framework of the CEP Businesses and Union Cluster."

She added: "Workplace diversity and harmony is one of Singapore's competitive advantages. It makes business sense and it is important for our economy. It is good for business, it is good for workers. It is an integral part of the social fabric built on respect, understanding and harmonious relationship amongst workers and between union and management."

> "Union leaders are important partakers in the weaving of this social fabric of our nation Singapore. Through our activities, we strengthen the bonds and friendships amongst workers and union members from various backgrounds and communities. We also handle workplace issues such as workers concerns and grievances. Our tact and sensitivity helps bring solutions in a harmonious way too."
>
> **NTUC President Diana Chia**

Ms Chia further encouraged union leaders to actively involve themselves in the thought-provoking theatre workshop. She said: "As you watch this forum theatre play, I believe that as we go through some realistic workplace scenarios that explore respect and inclusive dealing with difficult issues and conversations at workplace, you will be reminded how we actually handled them before or learn from this for the future. I encourage you to think about similar incidences that could have taken place or how situations could have been prevented to make things better."

As the event came to an end, many walked away feeling a great sense of satisfaction having benefitted from the workshop. Said Union of Security Employees Industrial Relations Officer Roy Tan: "It sets us thinking about this issue called cohesion. Probably I can say it's a question of sensitivity, the language that we use, the actions that we do.

"A good point for union leaders is when their members talk to them and share grievances relating to such issues. Then we will know how to tackle them because union leaders will not be able to solve the problems on our own without engaging our management… It ('Perfect Day') is very much on a management and employee angle and for us as the union itself, this is where we have some learning points that you can take away."

A (Paint)ball Of A Time

By **Nicolette Yeo**

Nothing brings people together quite like sports. And the Joint Union Paintball Challenge was no different. It gave members the chance to interact and compete with members from different unions and industries.

A yearly affair to engage youths, the event was jointly organised by the Building Construction and Timber Industries Employees' Union (BATU), Chemical Industries Employees' Union (CIEU), Healthcare Services Employees' Union (HSEU) and Singapore Industrial & Services Employees' Union (SISEU) on 7 July 2012 at Red Dynasty Paintball Park.

As "overjoyed" as she was that her team Fighting Warriors came in second, SISEU member Angel Hsu was also happy to have strengthened friendships and made new friends.

"It was an unforgettable experience, especially since our team mates are from different departments and we are able to form a team that could trust each other and work as a team together within such a short time. The most memorable part is making new friends - including those from other teams - and beating all the teams, including an all-man, well-equipped and fully prepared team," she shared.

Sharing similar sentiments, BATU General Secretary Patrick Ling from Team CPG 2 noted that he "got to know lots of new friends and also my own friends better through this game" and that "the most memorable part (of the experience) is the new friends being made and bonding of friends getting closer".

Adding that team work, self-responsibility and leadership play an important role, Mr Ling found the overall experience "fruitful and good" and looked forward to the next event.

Also noticing stronger bonding was CIEU's Ismail Othman from Team Avengers, a regular participant of the union's sports events. "We really enjoyed the game. We had bruises here and there but no worries! During the game, we didn't point out each other's mistakes; we work as a team. It helps to bring the team closer together," he said.

A total of 28 teams took part in the challenge. Eurocopter Ascension, one of the SISEU's branches, emerged as the champion while third runner-up was Eurocopter Cyclon.

劳商职联与Courts 联手提高生产力

Courts（新加坡）私人有限公司的零售员工将能把工作做得更好、更快、更有效益。2012年8月16日，Courts与新加坡劳商职工联合会及职总就业与职能培训中心签署增长与同惠计划的谅解备忘录，以提高12家Courts的生产力和服务水平。

在增长与同惠计划5万元的资助下，零售工友将使用具有互动功能的移动式平板电脑支援各种日常工作。平板电脑能互动地呈现产品、提供服务信息和服务推荐等，以增强工友的产品知识。导师也将教导他们关于销售技巧，如何了解顾客情况的知识，以及通过移动平台帮助无法出席课室培训的工友，为他们解答疑难。课程内容以产品为导向而非以解答疑难为导向。

另外，使用无线平板电脑让销售员能为顾客轻松完成购物和付款的程序，顾客在领取收据后就能直接取货。和过去零售员工必须到指定电脑系统输入信息和撷取销售额相比，这项计划确实是一大突破。

Courts与新加坡劳商职工联合会及职总就业与职能培训中心签署增长与同惠计划的谅解备忘录，以提高12家Courts的生产力和服务水平。

公司的生产力和顾客满意度预计在实施这项计划后将获得改善。而224名本地员工在获得销售佣金和奖励金之余，也将获得公司双年度业绩表现和展会奖励。如此，工友的薪金就能增加8%至11%。

Courts总裁特里·奥康纳（图中）形容这是一项非常棒的合作，对公司和工友都有益，尤其是前线销售工友的得益更大。Courts是首家实施这项计划的零售业者，在家具及电器销售方面尤为先锋。

职总就业与职能培训中心执行总裁陈财喜（图右）指出，多数人认为提高生产力和制造业相关，无法想象零售业也能提高生产力。他说："Courts是非常好的例子，工会和雇主携手合作，展开技能培训、增添设备和优化工作流程，协助工友提高生产力。值得表扬。"

新加坡劳商职联前秘书长德培华（图左）赞扬Courts成为一个标兵，并希望其他业者也能快速跟进。该工会也将与其他零售业者展开合作，探讨如何提高生产力。

成立职总企业合作社 大力支援各社会企业

工运承诺通过协助12家社会企业迅速拓展，从而满足工薪家庭对价格廉宜的优质产品日益增加的需求。这是去年社会企业2015的愿景之一，也因此促成职总企业合作社新实体的诞生。

2012年8月28日，职总企业合作社主席林文兴在勿洛附近的职总优儿学府之幼乐园及职总乐龄合作社银之圈举办的学习之旅上，主持职总企业合作社的成立仪式。

林文兴表示，职总企业合作社将专注于两大要项："首先，将与个别社会企业紧密合作，发挥更大的社会影响力，同时辨识新的需求。其次，职总企业合作社将着重于整体社企的财务及人力的扩展，促使职总旗下各社会企业提升素质，达到社企2015愿景的目标。"

他进一步阐述："社会企业不容易吸引合适的人才加入，职总企业合作社将在财力和人力上支持社会企业。"例如，和职总恒习中心共同招聘高级执行人员，以审查某些行业工友和专经执人员的培训需求等。

职总企业合作社主席林文兴（左）在主持成立仪式后，实地了解职总幼乐园小朋友学习生活技能。

社会企业因应国家需求

职总企业合作社的成立，恰逢李显龙总理鼓励国人提高生育率。林文兴说："我们承诺协助政府为大众设立更多的托儿所。为此，我们需要更多资金投入来设立新中心，以及培训幼教老师。职总企业合作社将在这方面协助职总幼乐园。"

职总企业合作社成立之后，职总旗下12家社会企业的董事会和高级管理团队，将继续领导各自的社企。职总企业合作社将成为他们的长期伙伴，积极为个别社会企业提供支援。林文兴是职总企业合作社董事会主席，职总、劳工基金会和工会也提名他为职总企业合作社的总监。

职总企业合作社董事及职总会长谢秀慧表示："早些年前，工会必须贡献时间和资源支持社会企业的成立，因为他们深深了解社企能带给会员极大的利益。我们的重点依旧相同。今天，69万名工会会员组成了职总社会企业的顾客群。工会作为职总企业合作社的伙伴，将支持职总社会企业带给会员更多福利。"

> **"职总企业合作社与职总、劳工基金会和工会结成伙伴策略关系，支持职总旗下各社会企业为工薪家庭提供更多的服务，这与职总社企2015愿景中关于迅速因应社会需求的目标一致。职总企业合作社将肩负起管理职总旗下各社企的长期发展，尤其专注于发挥社会影响力，以及提供财务支援和满足各社企的人力需求。**
>
> **— 职总企业合作社主席 林文兴**

工运会员
突破70万大关!

职总秘书长林瑞生: 我们必须壮大、坚强和友善, 才能有真实力

工运会员人数在2012年突破70万人大关!

2012年8月29日, 职总会员署署长维维克库玛在职总U峰会2012上公布这项成就, 并归纳出三大成功关键。

首先, 工运积极扩大接触专业人士、经理和执行人员。去年, 工运成立U协作计划以通过专业协会、校友会等组织招募更多会员, 并预期在2012年底增加1万名新会员。此外, 工会也成立了专业分会以因应专经执会员的需求, 目前会员人数已达到1万2000名。会员署也通过包括(Connect)U和社交媒体等各种渠道扩大接触专经执人员。

其次, 职总将继续透过多类社群, 例如nEbO、职总青年团、U家庭和U Live, 建立与会员的终身关系。此外, 职总也应用面簿等新媒介扩大对专经执人员和年轻会员的服务。崭新的忠实会员计划 "U65+" 也在这项U峰会2012上正式成立, 奖励加入工会超过10年的65岁及以上的会员。

最后, 工运也将制定新策略为会员创造价值。过去三年, 商家伙伴从2009年的200家增加至今日的500家, 增幅超过一倍以上。此外, 工运也展开了策略伙伴计划, 优选出商家提供实验路演, 为更多会员提供咨询服务。

除此之外, 职总也成立了组织资源中心, 协助工会领袖组织新分会。

朝向更壮大、更坚实、更友善的目标前进

今年的U峰会以赛车为主题, 象征工运承诺将启动引擎, 驶向百万会员的目标。职总秘书长林瑞生强调, 工运必须继续成长和发展, 才能不断为会员提供更好的服务。

> **"工运的目标是改善工友的生活。而要实现目标, 我们必须壮大、坚强和友善。所以, 会员人数若能突破百万大关, 就意味着我们变得更壮大、更友善和更坚强, 也就能为会员提供更好的服务。**
>
> **— 职总秘书长林瑞生**

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林瑞生表示, 工运已做好准备为所有阶层老、中、青三代工友服务。目前职总拥有16万名专经执会员、17万名职总青年团会员及6万名nEbO会员, 并将触角伸向专业人士和自由业者, 例如导游和创意专业人士, 以及增加对年长会员的服务。他指出, 新加坡的工运将成为世界上首个也是唯一为所有阶层老、中、青三代工友服务的工运。

职总忠实会员试点计划

新加坡社会正逐步迈向老龄化, 职总因此在2012年8月29日的U峰会上, 正式推出U65+新计划, 奖励加入工会超过10年的65岁及以上的会员。

这项忠实会员计划将在2013年1月展开, 65岁及以上的会员每年将可享有高达6个月的会费回扣。林瑞生说: "这是我们送给会员的礼物。"

年龄65岁及以上的会员, 入会10年至19年者, 每年将享有两个月会费回扣; 入会20年至29年者, 每年将享有4个月会费回扣; 而入会超过30年的会员则将每年享有6个月的会费回扣。

除了现有优选的职总社会企业折扣、医药保健福利和旅游优惠外, 符合U65+计划的会员也将能延长职总献礼人寿保险保障至75岁。

参加公共雇员联合会48年的退休人士Chua Kim Soon表示: "少了收入, 要缴交会费变得有些吃力。这项回扣将让我们减轻负担, 我感到很高兴。"

目前, 已有超过10个工会承诺支持U65+计划, 预计接下来几个月将有更多工会在2013年1月1日之前加入计划。

在职业发展的天空翱翔

职总秘书长林瑞生（前排右十）带领工运领袖在新加坡航空技术学习之旅中进行参观，了解新科宇航如何协助工友提升技能和专业水平。

宇航维护、修理和翻修业对很多行业都有影响，但经常被忽视。2012年8月16日，职总副秘书长及新加坡工业与服务业雇员联合会执行秘书王乙康，在参加由王鼎昌工运领袖学院、新加坡工业与服务业雇联及新科宇航联办的新加坡航空技术学习之旅上指出了这一点。

倘若缺少宇航维护、修理和翻修业，新加坡的旅游业将无法蓬勃发展，跟着将牵连许多其他行业。除了对经济和新加坡的国防有所贡献，宇航维护、修理和翻修业者对工友也有好处。率领这次学习之旅的职总秘书长林瑞生，在参观过程中也了解到业者如何协助工友提升技能和专业水平。

新科宇航与职总就业与职能培训中心及工艺教育学院合作，安排工友参加系统性的培训，协助技工升迁至检察员和合格飞机工程师，拓宽了他们的职业前途。像Goh Boon Hee工友便是在这样的情况之下，从1989年担任实习技工起，一路升迁至今日的合格飞机工程师。公司的拓宽职业前途计划不仅拓宽了现有员工的职业前景，也起到吸引新员工加入的作用。

持续提高生产力

新科宇航也付出很多努力提高生产力。1996年该公司开始实施源自日本的持续改善（Kaizen）计划。迄今，共有2900名公司员工参与完成了400个有关改善工作的项目，为公司省下2000万元的成本。

其中一个精简工作流程的项目是缩短熟练技工和工程师维修飞机引擎的时间。由于工作流程优化，每一名工友得以专精于其中一个部分，使得工作更简化和有效益。

借助科技

工友在开始使用Aerobook 3.0无线平板电脑后，提高了工作效率和机动性。技工和工程师不管是在飞机或飞机库的哪一处，只须透过浏览器，即可进入技术资料库搜寻资料。

此外，工友现在也不必到处寻找相关的信息或相关的人来签署文件，而能花更多时间专注在手上的工作，这对他们的工作更有利。使用Aerobook 3.0，工友离开飞机去处理其他事情的时间减少了25%，工作质量也跟着提高。但这项计划尚处于试点的阶段，公司正在和工业与服务业雇联合作，探讨进一步取得资金以便深入展开计划的可能性。

分享成果

新科宇航认为，必须和工友分享盈利成果。去年，该公司便根据员工的工作表现给予奖励，平均每人获得6个月的奖金；为了帮助员工应付通货膨胀，公司也另外分发一次性奖金。新科宇航主席曾昭德表示："我们在国庆日派发了国庆日奖金给全体员工。工友协助公司取得盈利成长，公司就理应和员工分享盈利成果。"

由于新科宇航慷慨回馈工友，因此，能维持一支85%是新加坡人的核心团队。

渐进成长

伊斯瓦迪（右）在12年前的O水准会考成绩不理想，便决定先完成兵役再打算。在即将退伍的几个月前，他受聘进入新科宇航。从此，便在这一行发展至今。

起先，他是以工艺教育学院NITEC学徒的身份，于2000年4月加入新科宇航，担任实习技工。2002年，他完成飞机维修（E&I 系统）NTC-2的文凭课程，升职为正式技工。3年后，他再提升成为高级技工。

由于他工作积极，态度认真，公司资助他报读飞机维修证书课程，并在2006转为飞机工程师实习生。同年，伊斯瓦迪又兼修一项文凭课程。

之后，伊斯瓦迪的职业生涯一路顺风。2009年他晋升为助理工程师。2011年，他在获得飞机维修课程证书和新加坡民航局执照后，终于成为一名合格的飞机工程师。2012年初，公司提拔他在技术培训中心担任技术培训导师。

公司为职员规划的职业进阶，让他清晰看到职业发展前景，激励他不断朝着目标前进。他说："如果光有远景而没有发展蓝图，最终还是徒劳。"

他鼓励同事们像他一样把握机会。他表示，因为懂得把握眼前的机会，他才能在工作中取得专业资格，开拓出一条成功之路。职总副秘书长王乙康根据观察所得指出："你实际上是因为先在专业的公司找到工作和机会，才一步步获得等同大学生的工作，之后再取得学位。"

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职总周报
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BETTER JOBS FOR ALL

极力争取专经执人员入会

郑德源（面向镜头右二）讲述即将落实的4P策略：保护、协助提升专业能力、就业安置及优惠。

> “职总认识到，我们的劳动力队伍正在迅速变化，专经执人员的人数越来越多。因此，工运必须在保护他们的权益和照顾他们的福利方面，扮演更重要的角色。
>
> — 职总法律咨询及专经执人员署署长郑德源

为了因应全民工运2015愿景，职总致力加强保护专业人士、经理及执行人员（PMEs）的利益，为他们提供更好的服务，以满足日益增多的需求。

2012年8月31日，职总法律咨询及专经执人员署署长郑德源讲述即将落实的4P策略，将如何裨益那些拥有文凭学历以上的工友。

保护（Protect）

首先，职总将向四大弱势专经执群体宣传工人所享有的权益。这四大弱势群体是：年长者、青年、自由业者和妇女。

为此，职总将加强其线上咨询服务。这项服务的旧称为爱丽丝阿姨（Aunt I.R.I.S），现在改称职场顾问（Workplace Advisory）。凡工会会员都可以通过网络向工业关系员咨询有关职场纠纷，以及与就业相关的问题。职场顾问的团队包括职总的专职律师。苹果手机和安卓手机的用户可上网下载免费应用程式，取得这项服务。

不打算通过应用程式求援的工会会员，也可选择传送个人简讯取得协助。若想了解其他会员的提问，不妨浏览常见问题栏。不过，非工会会员使用职场顾问服务的权限将受到限制。

郑德源表示：“通过强化咨询途径和服务项目，我们希望更多专经执人员留意加入工会的好处，更希望他们加入工会，加强专经执人员的力量。”

此外，职总专经执人员署也进一步通过社交媒介，让专经执工会会员及非会员互相交流职场经验。使用面簿、推特和LinkedIn等社交平台互相沟通也可让社会大众了解职场问题。

协助提升专业能力（Professional Development and Progression）

在职总就业与职能培训中心、Next U及职总恒习中心的合作下，工运将协助专经执人员提高专业能力，为应对未来的挑战做好准备。职总就业与职能培训中心将与别的单位一起资助专经执人员提升职业技能，从而攀上职业阶梯；而Next U将继续为这个群体推出各项课程。

有越来越多专经执人员到上述两家机构接受培训。Next U总监陈文杰博士透露：“去年大约有4000人参加课程，而截至今年8月已接近5000人，可见参加培训的人越来越多。一般上，他们会参与好几种培训课程，例如那些实用性强又可考取某种资格的课程，例如科技资讯、生产力或安全专业认证课程等。”

就业安置(Placement)

专经执人员也将获得就业安置协助，以得到更好的就业及提高就业能力的机会。在提高专业能力方面，职总就业与职能培训中心执行总裁陈财喜说：“职总就业与职能培训中心将多方照顾他们。首先，我们将提供职业辅导，然后根据需求加强工友的就业能力。如有需要，我们还将协助他们深化专业技能。”

在就业协助方面，职总就业与职能培训中心有一整套帮助专经执人员寻找工作的服务。该中心和Next U 也将加强安置与培训计划。

优惠(Privileges)

最后，职总将推出为专经执人员量身定制的“生活与娱乐”福利配套，致力提供专属优惠，以满足他们的需求。职总也将与劳资政协作伙伴密切合作，修订现有的就业法。随着越来越多专经执人员加入劳动队伍，工运将推动“就业法”的修订，从而为他们提供更好的保障。目前，专经执会员人数已从2010年8月的13万人，增加至2011年8月的14万2500人。

第15页 在职业发展的天空翱翔

← iPhone及iPad
MyNTUC手机应用程式：内容包括职总最新消息、优惠、参与商家等。
Android →