

MAY DAY  
**MODEL**  
PARTNERSHIP AWARDS  
— 2015 —  
TOGETHER AS ONE,  
BRIGHTER FUTURE FOR ALL

## **Annex A**

### **Write-up of Selected Awardee Profiles**

## Annex A

### CATEGORY A (Workers)

#### *Future Skills*

Profile 1 of 4:

<b>Sub-Category</b>	Better employment and progression
<b>Nominee</b>	<b>Mr Iswandie bin Wanhar (Age 36)</b>
<b>Designation</b>	Senior Technical Instructor
<b>Company</b>	Singapore Technologies Aerospace Ltd (ST Aerospace) 新加坡科技宇航 (新科宇航)
<b>Partners</b>	NA

Mr Iswandie bin Wanhar has always been deeply passionate and interested in the aviation and aerospace industry. He first began his career in Singapore Technologies Aerospace Ltd (ST Aerospace) in the year 2000 as a trainee aircraft technician (航空技工实习生) under the NITEC Apprenticeship Programme. In 2011, under his own initiative, he applied for the Licensed Aircraft Engineer trainee programme, and was eventually accepted into the programme which only takes in 20 trainees a year. He successfully completed the programme and is currently a Senior Technical Instructor at ST Aerospace. He is a source of inspiration to his younger colleagues, having progressed from being a technician to becoming an engineer, and even going beyond, to becoming an instructor today.

#### **How did the individual upgrade himself?**

From starting out as a trainee aircraft technician, Iswandie managed to join the ranks of aircraft technicians after successfully completing an intensive 24 month-long skills-based training course.

Over the span of 15 years, Iswandie upgraded himself and was awarded various promotions:

- i) Within the span of four years, Iswandie was promoted to Senior Technician (资深航空技工) in 2004. Wanting to amass more knowledge, he enrolled in a part-time diploma in Mechatronics from Temasek Polytechnic.
- ii) Halfway through his part-time diploma, Iswandie decided that he wanted to further his career in the aviation sector and applied for the Certificate in Aircraft Maintenance Programme (CAMP).
- iii) The 4 year CAMP allows graduates to become Licensed Aircraft Engineers. Impressed by his work aptitude and positive attitude, the company was supportive of Iswandie and fully funded the programme fees. Iswandie did the company proud and was also awarded “Best Trainee (Avionics)” in his CAMP batch. CAMP only takes in about 20 trainees per year.
- iv) In 2011, Iswandie successfully attained Licensed Aircraft Engineer (LAE) qualifications.

- v) Realising his desire to pass on his knowledge to younger aircraft technicians, he then took on the position of Technical Instructor and dedicated himself full-time to teaching.

Currently, Iswandie holds the position of Senior Technical Instructor (资深航空技术培训导师) at ST Aerospace's Technical Training Centre (新科宇航技术培训中心). He continues to be an inspiration to his juniors – in particular, his mentee, Hafiz. When Hafiz decided to join the industry, Iswandie played a key role in helping him to have a clearer idea of his options in the company as well as within the aviation industry. Iswandie also assisted Hafiz in planning out his career path and provided him with valuable advice on how to achieve his goals.

Iswandie was also sponsored by ST Aerospace to pursue a double degree programme in Bachelor of Science in Aviation Business Administration, jointly offered by the Embry-Riddle Aeronautical University and SIM University.

### **What were some challenges faced by the individual?**

Throughout his career, Iswandie has never allowed obstacles to deter him from achieving his goals. In the course of upgrading, he had to juggle between work, studies as well as several commitments. Yet, with singular vision and determination, Iswandie charted out a career for himself and was proactive in pursuing various opportunities to upgrade and upskill, so as to take on greater responsibilities and an expanded job scope.

### **What kept Iswandie motivated in the course of upgrading?**

Iswandie's passion for the industry is the key motivating factor "fuelling" his drive for success. He firmly believes that if one is truly passionate about his/her work, he/she will have a greater chance of achieving success.

Iswandie also strongly believes in lifelong learning because it allows him to stay relevant in his job. By constantly upgrading himself, he gets to learn about new processes, obtain new skills and knowledge about the aviation industry.

In addition to the accumulation of new skills and knowledge, Iswandie is convinced that it is equally important to share and pass on this knowledge to his students and co-workers. With this mindset, he is always striving to better himself through upgrading and furthering his education in order to strengthen his qualifications.

### **How did the training help the individual perform his job better?**

Iswandie started out as a trainee, and is now, in turn, training others and living out his passion of giving back in this capacity. His efforts to develop his knowledge and skills over the years were met with enthusiastic support from ST Aerospace. This has allowed him full license to achieve his potential. As a result, his pay has also increased by three-fold. He is the perfect example of how we can do anything, provided we set our minds to it.

**CATEGORY A (Workers)**

***Future Skills***

Profile 2 of 4:

<b>Sub-Category</b>	Better Employment and Progression
<b>Nominee</b>	<b>Mdm Lim Ah Heng (Age 57)</b> 林亚英 (57 岁)
<b>Designation</b>	Patient Care Assistant 病患护理助理
<b>Company</b>	National Heart Centre Singapore (NHCS) 新加坡国家心脏中心
<b>Partners</b>	<ul style="list-style-type: none"> <li>Ms Goh Sye Lin (Supervisor) Nurse Clinician, Cardiothoracic Intensive Care Unit 吴细莲, 临床护理导师, 心胸外科加护病房</li> <li>Ms Anne Tok (Supervisor) Nurse Clinician, Cardiothoracic Intensive Care Unit 卓金莲, 临床护理导师, 心胸外科加护病房</li> </ul>

Madam Lim Ah Heng was a hawker assistant for 11 years, helping to sell clothes at a clothing stall. However, she had a strong desire to care for and help the less fortunate and needy, therefore, she challenged herself to look for a job in the healthcare industry and started out as a Healthcare Assistant (医护助理) at the age of 46.

Although she had zero knowledge on the roles and responsibilities required of Healthcare Assistants, Madam Lim decided to second-skill by joining the healthcare industry. While many her age would have shied away from the change in environment, Madam Lim has proven to be a diligent and responsible worker who takes ownership and pride in her work. To better equip herself with the specific knowledge and skills required to perform her job, she also took the initiative to attend various upgrading and training courses. Madam Lim is currently a Patient Care Assistant.

**What were some of the challenges faced by the individual?**

As a Hawker Assistant, Madam Lim enjoyed greater flexibility in her working hours and a comparatively narrower job scope. With no relevant experience and being primarily educated in Chinese, she had to overcome the difficulties of working in a largely English-speaking environment. A firm believer in lifelong learning, she did not let these difficulties hold her back. She would proactively seek interaction opportunities with her colleagues and read up on relevant materials so as to pick up medical terminology.

Despite having to learn everything from scratch and pick up new skills set, Madam Lim had never given up, displaying instead, strength, fortitude and most importantly, a willingness to learn. Her family was also an important pillar of support for her as she made the transition.

### **What did the individual do to overcome these challenges?**

As a first step to helping her fulfill her aspirations of helping others, Madam Lim enrolled in the ITE Skills Certificate in Healthcare (Inpatient) at the age of 46.

Even though it had been more than two decades since being in school, Madam Lim chose to further her passion and learning by continuing with the WDA-Advance in Healthcare Support (Inpatient) Training.

Despite having to return to the classroom environment at her age, Madam Lim successfully completed her training courses and was promoted to Patient Care Assistant.

### **How did the training help the individual perform her job better?**

After progressing on to become a Patient Care Assistant, Madam Lim gained the necessary confidence to assist nurses in providing basic nursing care such as bed sponging and turning of patients. She is also tasked to precept and guide new PCAs and HCAs in the unit. She also assists in the inventory and maintenance of equipment. She is a source of inspiration and knowledge to her younger colleagues, who see her as a role model.

Madam Lim is also able to use her knowledge and skills to take care of her elderly sister who developed a diabetes ulcer. She taught her nieces the proper way to move their mother from bed to chair and vice versa. She also helped to dress her sister's leg ulcer until it was completely healed. She played an important role in caring for her sister during these tough times, and her family was very thankful that she joined the healthcare sector.

### **What role did the partners play to support the individual?**

As her supervisor, Ms Goh Sye Lin recognised Madam Lim's positive work attitude and the potential for her to progress on to higher-level roles. She motivated and encouraged her to take the WSQ-Advance in Healthcare Support (Inpatient) training. She also played an important role by facilitating Madam Lim's training by ensuring that her schedule meets the training requirement; arranging for staff to cover her duties when she was away attending training, as well as ensuring that she is well precepted and inducted into her new roles.

Ms Anne Tok was instrumental in providing Madam Lim with opportunities to learn, practice and upgrade. She was often the one supervising and guiding Madam Lim during her on-the-job training and initial appointment as Patient Care Assistant.

**CATEGORY A (Workers)**  
**Re-employment beyond retirement age**

Profile 3 of 4:

<b>Sub-Category</b>	Re-employment beyond the retirement age
<b>Nominee</b>	<b>Mr Suresh Kumar Menon (Age 70)</b>
<b>Designation</b>	Manager (Nautical) 经理 (航海)
<b>Company</b>	Wavelink Maritime Institute 海联海事学院
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Robin Foo, President, Singapore Maritime Officers' Union (SMOU)</li> <li>• Thomas Tay, Chairman, Wavelink Maritime Institute</li> </ul>

Captain Menon had been working at sea most of his life since he started sailing in 1964 at the age of 19. He worked his way up the ranks and became the Captain of his first vessel by the age of 27.

Captain Menon had trained more than 1,000 cadets and groomed more than 700 Officers during his career at sea. After working for around 45 years onboard ships at sea, he retired from his shipping company at the age of 64. Even though he could have chosen to enjoy his golden years, he had a deep desire to contribute back to the maritime industry.

The Singapore Maritime Officers' Union (SMOU) saw Captain Menon's invaluable experience and recommended him to Wavelink Maritime Institute (WMI) where he could impart his knowledge to aspiring cadets and Officers. He was thus offered employment at WMI in 2009 to manage the Nautical training programmes offered by the institute.

Today, as Course Commandant of the Tripartite Nautical Training Award (TNTA), Captain Menon has been able to train and impart his decades of knowledge, impacting more than 190 Singaporean cadets. He continues to contribute towards developing the Singaporean Core in the maritime industry.

**What were some of the challenges faced by Captain Menon?**

Captain Menon faced the challenge of transitioning from a workplace at sea to a workplace ashore. As it is different to mentor cadets and Officers onboard ship as compared to training in a structured classroom environment, Captain Menon attended the Advanced Certificate in Training and Assessment (ACTA) training offered by NTUC Learning Hub where he learnt how to write training curriculum and deliver his lessons in the most interesting and effective way for WMI trainees.

**CATEGORY A (Workers)**  
**Re-employment beyond retirement age**

Profile 4 of 4:

<b>Sub-Category</b>	Re-employment beyond the retirement age
<b>Nominee</b>	<b>Sng Boon Huay (Age 74)</b> 孫文花 (74 岁)
<b>Designation</b>	Senior Operator 高级操作员
<b>Company</b>	Mitsui High-Tec (Singapore) Pte Ltd 三井高科技 (新加坡) 私人有限公司
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Mr Low Chow, Head of Department, Mitsui High-tec (Singapore) Pte Ltd</li> <li>• Mr Soo Kok Choong, Head of Section, Mitsui High-tec (Singapore) Pte Ltd</li> </ul>

Madam Sng Boon Huay joined Mitsui High-tec (S) Pte Ltd in 1979 and had continued her employment with the company after she reached 62 years old in 2003. This is her fourth re-employment contract. Most people would have stopped working soon after retirement but Mdm Sng has persevered in contributing to the society with her vast knowledge of the job.

Mdm Sng continues to get the job role done with a high degree of responsibilities. She handles the recycled packaging materials returned from suppliers' vendors and ensures that the right packaging materials and quantity are prepared correctly for each container, for each type of product. Even after re-employment, she is tasked with the same duties and her job scope is the same.

She is a good worker and she possesses good working attitude throughout her employment with the company. She stays healthy and has such good attendance records that she received the Annual Attendance Incentive for the past four years. With her dedication and resilience, Mdm Sng is also a role model to her peers and an asset to Mitsui High-tec. Her colleagues are inspired that she can still remember the many product names at her age.

**What are some of the challenges Mdm Sng faced? What did she do to overcome these challenges?**

The main challenge Mdm Sng faced before and after re-employment is managing human relationships at the workplace. She feels it is a complex issue as it involves working with people of different personalities. To overcome this, she believes in sharing and being open to different views and not letting negative emotions affect her.

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**CATEGORY B (Human Resource Personnel / Supervisors)**

***Future Skills***

Profile 1 of 2:

<b>Sub-Category</b>	Facilitated the improvement of jobs through lifelong learning
<b>Nominee</b>	<b>Ms Tang Rui-Xia, Belverie (Age 35)</b> 邓瑞霞 (35岁)
<b>Designation</b>	Human Resource Executive 人事部执行员
<b>Company</b>	KK Women’s and Children’s Hospital (KKH) 竹脚妇幼医院

**How did the individual work with other parties to promote a culture of lifelong learning at the workplace?**

As a Human Resource executive, Ms Belverie is the key driver of a skills upgrading project, initiated by KK Women’s and Children’s Hospital (KKH) back in 2008 to professionalise and upskill the competencies of Specialist Clinic Assistants (SCAs; 诊所助理) in the hospital’s Specialty and Ambulatory Services Division (SAS; 专科及门诊服务处) through the Workforce Skills Qualifications (WSQ) Programme. A customised WSQ curriculum for modules in the Healthcare Support Administration track was developed for new SCAs. The vigorous, structured training and assessment benefitted staff as it optimised the acquirement of relevant workplace competencies and led to increased confidence in performing tasks. Service delivery to patients was enhanced and the SAS Division saw a steady improvement in its customer satisfaction ratings. In addition, SCAs were also delighted to learn that the WSQ programme allowed them to acquire relevant certification without any academic pre-requisites to progress in their careers to be Section Leaders or Operations Executives.

To inculcate a culture of lifelong learning and upgrading at the workplace, Belverie was part of WSQ team established between KKH’s SAS and Human Resource that mapped the existing on-the-job training blueprint available at KKH to the nationally recognised Workforce Skills Qualifications (WSQ) credentialing system. She rose to the challenge to develop the curriculum and build up the WSQ system from scratch to manage training and assessment activities. She engaged the subject matter experts in SAS when developing the WSQ classroom to facilitate preparation of training notes, on-the-job training checklist, assessment plan and Trainer Guide for each module to ensure that the information was accurately presented, relevant and easily understood by the staff. For example, to develop the Billing Integrated Module, she had to understudy SCAs and speak with the Nurse Managers to understand the various payment modes being used for bill processing, know the different payment classes, understand challenges faced for non-payment, understand the process to handle cases that are experiencing financial difficulties,

familiarise herself with the various government subsidies such as MediShield, Medisave, Medifund, know how to handle refunds, cash collection and consolidation etc. She worked closely with the Workforce Development Agency (WDA) to ensure alignment of the curriculum to the competency standards of each module.

Beyond that, she has also led by example, having gone through six different modules to attain the Advanced Certificate in Training and Assessment (ACTA) certification as a WSQ developer, trainer and assessor. She was able to apply the knowledge when she developed the WSQ training and assessment curriculum, ensuring that it is comprehensive, relevant and aligned with the WSQ training and assessment principles.

She also took the opportunity to share the WSQ training and assessment framework with the National Heart Centre Singapore when the organisation was considering the implementation of a similar programme for their Clinic Assistants.

**What are some of the initiatives taken by the individual to promote on-the-job training and upgrading at the workplace?**

As the WSQ programme was fairly new, there was a need to raise awareness amongst staff on the benefits of training and attaining certification. To do this, Berverie worked hand-in-hand with the WSQ team to conduct roadshows during the divisions' management meetings to inform and educate the Nurse Managers and staff on the programme and address their concerns. As the WSQ programme requires staff to pass a modular assessment, it inevitably created stress among the SCAs. It is also a time-consuming process as the assessment is conducted on a one-to-one basis in a real-time clinic setting. She persevered in changing the mindsets of the SCAs as well as the Nurse Managers and managed to recruit and train 45 staff with the potential and calibre to be WSQ Adult Educators (trainers, assessors and developers) with the relevant ACTA qualifications.

When potential WSQ Adult Educators (AEs) gave feedback that they were afraid to sit for the ACTA assessments, Berverie initiated and conducted revision sessions to help them better prepare for the assessments and overcome their fear of studying. With the WSQ team, she developed a system to induct, train and develop these newly appointed AEs to be competent in their roles. Through the process, AEs acquire the required competencies to conduct WSQ training and assessment, and are aware of the training and assessment process and the required expectations of their roles. Annual appreciation sessions are also organised to recognise and update the AEs on WSQ achievements and work plans and provide opportunities for networking and sharing of best practices. Attaining the ACTA qualification gives the Adult Educators a sense of achievement as it adds to their skill sets, increases their job satisfaction and enhances their chances of promotion.

**What are some of the outcomes of Belverie’s efforts to implement a nationally recognised credentialing system at KKH?**

Belverie’s efforts resulted in KKH securing its standing as the first and only WDA in-house Approved Training Organisation (ATO) in the healthcare sector with a customised WSQ training programme for Clinic Assistants.

**To enable staff to develop future skills, does the individual have any plans to work with other parties to further training and development as an integral part of staff development at KKH?**

As part of continuing efforts to train and upgrade the skills of the Clinic Assistants, Belverie is currently in discussions with the WSQ team and WDA to recognise the competencies of existing staff with more than two years of experience through the Recognition of Prior Learning (RPL) system. Through the RPL mode, staff will be awarded the WSQ Statements of Attainment (SOA) without having to go through the training and assessment.

Besides RPL, there are also plans for Belverie to collaborate with other frontline departments within KKH to roll out the WSQ training for their staff and share her knowledge with other healthcare institutions.

In addition, she is also working with institutes of higher learning to see how they can recognise WSQ qualifications as part of the entry requirements into their Diploma or Degree programmes.

**CATEGORY B (Human Resource Personnel / Supervisors)**  
***Future Skills/Future Jobs***

Profile 2 of 2:

<b>Sub-Category</b>	Driving the Progressive Wage Model
<b>Nominee</b>	<b>Bernard Wong Siew Thong (Age 36)</b> 黄兆棠
<b>Designation</b>	Senior Manager (HR) 高级人事部经理
<b>Company</b>	PSA Marine (Pte) Ltd PSA 海事
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Singapore Port Workers Union (SPWU)</li> <li>• NTUC Transport and Logistics Cluster</li> </ul>

**How did Mr Wong work together with various parties (union/management) in the company’s adoption of the Progressive Wage Model, which resulted in the creation of better jobs for the workers?**

Mr Wong is a strong proponent of Progressive Wages through the implementation of innovations and productivity improvements.

Working closely and in consultation with PSA Marine department heads, managers and Singapore Port Workers Union (SPWU)'s leadership, Mr Wong and these stakeholders jointly implemented a Progressive Wage Model (PWM) for its harbour craft crew. With this PWM, new hires undergo a progressive and structured training programme. As part of their upgrading and up-skilling, these workers are sponsored by PSA Marine to attain the relevant MPA Port Limit licences and undergo on-the-job training before assuming the role of a Deck Officer or Engineering Officer onboard the fleet of tugs, waterboats and pilot launches.

With the aid of these career pathways and ladders, the workers are able to aspire and work towards becoming Senior Tug Masters and Senior Engineering Officers (Tug). Those who exhibit leadership potential are also given opportunities to take on supervisory and mentoring roles.

Mr Wong's contribution of bringing together the various stakeholders to institutionalize the PWM had positioned PSA Marine as a first-mover in the harbour craft industry and had enabled the workers to upgrade their skills, advance their careers and earn higher wages.

**What else has Mr Wong done to create win-win outcomes for both management and workers?**

Mr Wong constantly gathers feedback from the Union branch officials and workers, and works closely with the relevant departments and stakeholders to build consensus and achieve win-win outcomes where possible.

When managing disputes or differences in opinions, he ensures all relevant facts of the case at hand are collated and discussed with a view towards a swift and fair resolution

As part of the efforts to enhance work-life harmony in PSA Marine, Mr Wong, in consultation with Union and Management stakeholders, supported the review of the crew roster. With the implementation of the enhanced crew roster, PSA Marine harbour craft crew now enjoy an average of an additional 2 to 3 rest days in a calendar month.

Mr Wong was part of the core team in the implementation of the 2-man tug manning crew concept in 2014. Working closely with Union and Management stakeholders, Mr Wong sought to build consensus and develop the gain-sharing concept as well as the allowance structure. The 2-man tug crew manning concept was subsequently implemented successfully on selected PSA Marine's harbour tugs, enabling PSA Marine to optimise manpower and achieve higher productivity gains.

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**\*Kindly note that reporting of Management Awardees (Cat C) is embargoed till 23 May 2015, 11.30 am.**

**CATEGORY C (Management)**

***Future Jobs***

Profile 1 of 2:

<b>Category</b>	Improved workers jobs through productivity improvements and best sourcing practices
<b>Nominee</b>	<b>Patisserie G Pte Ltd</b>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Devan Nair Employment and Employability Institute (e2i)</li> </ul>

**How has the company improved workers' jobs?**

Since 2012, Patisserie G has embarked on 5 productivity projects under the Inclusive Growth Programme (IGP). To date, these productivity projects have benefitted a total of 17 local low-wage staff, which is about 40 per cent of the total staff strength.

By working closely with the Devan Nair Employment and Employability Institute (e2i) over the past three years, Patisserie G has been a first-mover in implementing productivity projects, which has made jobs easier and smarter for kitchen staff.

These include:

- i) **Blast Freezer** (速冻冷库) – Reduces waiting time spent to produce food that requires freezing. For example, a traditional freezer might require a few days to produce the food, whereas a blast freezer only requires 2 hours to produce the same item. This has resulted in drastically increased productivity on the kitchen floor, allowing staff to enjoy longer periods of rest as well.
  
- ii) **Retarder Proofer** (冷冻发酵柜) – With the retarder proofer, staff is able to bake the dough once they arrive at the shop, instead of having to prepare the dough 4 hours ahead, before baking. Without the retarder proofer, staff would have to proof the dough by 2.30 am every morning, which would require a midnight shift. As a result, Patisserie G is able to keep to a single shift, which has also greatly aided in attraction and retention of talent.

Staff is also strongly encouraged to harness the fruits of productivity and diversify their skills and training opportunities. This means that staff is able to take on multi-skilling at work, thereby expanding their skills-set and enhancing

employability.

**What are some of the win-win outcomes of improving productivity?**

As a result of the various productivity improvement projects, Patisserie G has been able to remain competitive and expand their business despite the many commonplace challenges that plague the Food & Beverage industry as a whole. In May 2014, Patisserie G expanded and doubled its operations within Millenia Walk – thus increasing kitchen capacity and allowing for greater retail business opportunities as well.

In terms of manpower, while other establishments face difficulties in navigating labour shortages and are heavily reliant on foreign talent, 87.5% of the total staff strength at Patisserie G is local.

Because Patisserie G managed to save 10 – 12 man hours a day as a result of the various productivity initiatives, staff is also encouraged and given more time to pursue training opportunities to upgrade and upskill. For example, staff at various levels recently attended a Sake Professional Course, paid for by the company. Through the course, staff managed to expand their skill set and job scope as they become more knowledgeable and skillful in Sake and dessert pairing.

With increased productivity as a whole, Patisserie G has also been able to uplift staff wages through gain-sharing. To date, the highest gain-sharing of an average of 18.45% was given to staff with the implementation and installation of the blast freezer, amongst other projects.

**How has Patisserie G partnered e2i towards this win-win outcome?**

With the support from e2i in terms of adopting productivity projects and purchasing of equipment, service crew and kitchen crew have been able to achieve productivity gains, benefitting all staff as a whole.

The management at Patisserie G also believes in investing in and training their staff. They work collaboratively with e2i to encourage staff to continuously upgrade their skills and progress into higher value-added jobs – one example of this would be the Sake Professional Course Singapore, whereby staff amassed greater knowledge and technical abilities. This also effectively means that they are more capable of undertaking more managerial roles within the company, making them more employable within the industry in the long term.

**CATEGORY C (MANAGEMENT)**

***Future Jobs***

Profile 2 of 2:

<b>Sub-Category</b>	Improved employability through upskilling
<b>Nominee / Company</b>	<b>Formosa Delights Pte Ltd</b> 清香馆
<b>Partners</b>	Mr Liu Hsin, Manager

Despite being a traditional SME, Formosa Delights Pte Ltd was willing to review its processes, explore and implement new initiatives to remain competitive in the market.

Formosa Delights has 18 outlets in Singapore serving authentic Chinese handmade noodles and xiao long baos. The company faced challenges in hiring new staff and low productivity in their operations. Previously, their staff spent a lot of time to produce xiao long baos for all their outlets, as the management believed that all food products had to be handmade to retain their authenticity. Every day, four employees would spend six hours to produce the xiao long baos, in order to meet the demand of all their outlets.

**How has Formosa Delights improved workers’ jobs?**

Formosa Delights looked into their processes and decided to tap on the Inclusive Growth Programme (IGP) to redesign the jobs of the workers. The management decided to automate the productions of ‘xiao long baos’ and noodles. They managed to find a suitable machine that is able to produce more xiao long baos and at the same time, ensure that the taste is not compromised. Previously, it took 7 employees 24 hours to make the xiao long baos to supply to all the outlets. Now, with the xiao long bao making machine, only one employee is needed to operate the machine and production can be done in three hours. This was a step forward for the traditional Chinese-speaking SME.

**What are some of the win-win outcomes of improving productivity?**

The management was able to stay ahead of competition with the purchase of the machines. With this new initiative, the management managed to ease the manpower shortage issue and their staff can concentrate on serving food to the customers, instead of trying to produce the food items as well as serve customers. With the improvement in productivity, 27 workers were rewarded with a 10% increment and a 1.5 month bonus for being able to do more for the company.

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