

Labour  
Market  
Updates  
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## Role Models In Selfless Leaders

then Executive Secretary Nithiah Nandan s/o Arumugam, then President Abdul Rahman Mahbob, then Vice-President Michael Tan, then General Treasurer Mohamed Salleh Kassim and Nachiappan RK Sinniah who still serves as General Secretary.

They formed the pillars of the union and of these five, only Mr Nachiappan remains as the old guard in the current Executive Committee. Mr Nithiah Nandan passed away in 2007 and Mr Abdul Rahman retired in the same year. Both Mr Mohamed Salleh and Mr Michael Tan stepped aside last year upon reaching 62 but still continue to serve as consultants in the Executive Committee, mentoring younger leaders.

**“The good Labour-Management Relations that we have today did not come by overnight. Our new leaders must continue to build on this. I have that responsibility to groom younger leaders to handle issues like this before I cross over the bridge,” shared Mr Nachiappan.**

In its recent elections, three UPAGE Executive Committee members - Chan Fook Leong, R Panjiawarnam and Yap Swee Bin - walked in the same path and stepped aside for younger unionists to take on their positions.

**Said Mr Panjiawarnam: “When it is time, we should step down for younger blood. As experienced leaders, we will continue to mentor them as our younger unionists learn to swim on their own to brace the challenges ahead as union leaders.”**

SG Lim also noted that UPAGE takes the induction of its younger leaders in the same light; with every election of its Executive Committee, the union aims for about 30 per cent of its members as new leaders.

“This is very good because with new faces coming in, they will be able to learn from the more experienced Executive Committee members and, hopefully, they will learn that as effective union leaders we must always do the right things and not the popular things. At the end of the day, the Labour Movement is not about being popular,” he added.

UPAGE also takes the limelight in leadership development. It was one of the first unions to amend its Constitution to allow PMEs (Professionals, Managers and Executives) to be eligible as Ordinary Branch delegates. PMEs now form 13 per cent of union delegates. SG Lim encouraged this step as a growing number of PMEs in membership and leadership will translate into an inclusive direction. He encouraged these directions in UPAGE to become a standard practice throughout the Labour Movement.

### Good LMR Powers Up Tripartism

**“Having strong leadership is important but is insufficient, because if you are strong and yet not able to work closely with the management because you are not able to be pro-worker and at the same time be pro-business, then tripartism cannot work. UPAGE has been able to forge very strong Labour-Management Relations over the years. In fact, I dare say that the LMR in this sector is probably one of the strongest, if not the strongest, in Singapore.”**

Lim Swee Say,  
NTUC Secretary-General



The veteran leaders, (standing, from left) R Panjiawarnam, Michael Tan, Nachiappan RK Sinniah, Mohammed Salleh Kassim, Abdul Rahman Mahbob, Yap Swee Bin and Chan Fook Leong have contributed immensely to UPAGE's progress. All except Mr Nachiappan, have stepped aside for younger leaders (in front row) to take the lead while the older leaders support them with good guidance.

Leaders of the Union of Power and Gas Employees stood out as glowing role models of selfless leadership as old guards made way for new blood at the union's fourth Quadrennial Delegates' Conference on 20 May 2010.

NTUC Secretary-General Lim Swee Say, who was Guest-of-Honour at the event, lauded UPAGE for its take on leadership renewal which plays a critical role in strengthening union leadership which in turn strengthens ties of tripartism. He said that Singapore's strength of tripartism can only remain strong if the Government, management partners and the Labour Movement are all individually strong.

“Every union leader must make sure that when they are in position, they do their best to serve workers and at the same time put in place the next generation of leaders so that both the Labour Movement and tripartism can become even stronger,” said SG Lim.

He pointed out that this challenge on leadership renewal is posed for all levels - within the NTUC Central Committee and even national leadership. He recollected Prime Minister Lee Hsien Loong's mention in Parliament two years back that Singapore should not have a Prime Minister who is more than 70 years old and that he is very determined to find a successor before he hits that age. In this regard, SG Lim said that UPAGE is a shining example and has done well in three significant ways.

Leaders of UPAGE have set the practice of stepping down before they turn 62 which SG Lim commended as it “takes a lot of courage and responsibility to behave in such a selfless manner.” When UPAGE was formed in 1995, there were five key appointment leaders -



By  
Naseema Banu  
Maideen

# Help Us To Help You



By **Zainudin Nordin**

NTUC Alignment Director (No Collar, Care and Share)

**A**s our economy recovers, we see our citizens coping well, securing new jobs, some changing jobs, others retaining past salaries or even enjoying increments. But there are still vulnerable low-wage workers who worry about their jobs and families. It is for them that the Labour Movement and the Government embraces the policy of “inclusive growth”. We take a longer term perspective by focusing on productive employment through skills enhancement to increase their incomes.

In my years at Meet the People Sessions and the NTUC Unit for Contract and Casual Workers, my interaction with hardworking low-wage workers has always been educational. Some stereotype them, but while they have low education and skills they also have aspirations in life. Like us, they too have goals. They want good and stable jobs, provide for their families and live in comfortable homes. What sets them apart from executives is that their goals and needs are relative to their lifestyle. In a nutshell, they want a stable job with an honest wage for an honest day's work.

A country's economy cannot reach optimum levels if some citizens are excluded from developing the nation's economy and sharing the nation's wealth. We want our vulnerable workers to gain skills, take on responsibilities and receive higher salaries. To create inclusive growth, the Labour Movement improves the situation of “no collar” workers by working with companies to help workers upgrade and improve jobs through job re-design.

There are schemes like the Job Re-creation Programme, Best Sourcing Initiative Early Adopters Scheme and dedicated training programmes at NTUC's e2i (Employment and Employability Institute) and NTUC LearningHub Pte Ltd. We work closely with Government agencies to get low-wage workers on the Workfare Income Supplement Scheme to enjoy the payouts to enhance income. We will also get them onboard the new Workfare Training Scheme.

Assistance for low-wage workers is plentiful, but they must help themselves by taking advantage of them. Do not be shy to ask for information. If you are working, ask your union representatives about the programmes. Keep an open mind as there may be concepts and skills that are absolutely foreign, or skills and knowledge imparted through new teaching methods.

Back to school past school age can be daunting, especially for older workers and those juggling work and school. Let me share a Chinese maxim 活到老, 学到老: We learn for as long as we live, learning new things is part and parcel of every stage of life to assimilate and progress with society. Hence, what better way to do so than to take advantage of the accredited courses by professional educators at little or no cost?

## A Faster, Better Visiting System



**Place:** Tan Tock Seng Hospital

**Bottleneck found:** Visitors

had to queue for an average of 10-15 minutes. Also, visitor movement could not be tracked effectively after registration. Counter staff had to call the ward nurses to check on the number of visitors with the patient in the wards before a new visitor could proceed. Visitors, in turn, had to return to the counters repeatedly to check on the number of visitors in the wards. This system was not linked to the patient information system, so it could not help visitors who needed to ascertain their patient's information.



**Bottleneck broken with new visitor facilitation system:** Visitors now have more choices for registration.

They can opt for self-registration at the kiosks. Over-the-counter registration is still available for the elderly and the illiterate. Pre-registration is also available with this system. Patients can pre-register up to four visitors and the visitors' details will be keyed into the system in advance. They can then proceed directly to the gantries when they arrive at TTSH. Internet registration will be rolled out in the next phase where patients can register online and proceed directly to the gantries on their arrival.

Visitors' details are automatically captured by the system after the first registration. They need not register at the kiosks again for subsequent visits. This makes the registration process more convenient.

The system tracks the number of visitors with each patient, ensuring that there are only four visitors with the patient at all times. Visitors on the waiting list are alerted via SMS when it is their turn to proceed to the wards. Visitors in the wards are also informed by SMS when there is a new addition to the waiting list. With this, unnecessary time spent calling ward nurses to check on the number of visitors in the wards is cut down.

**Outcomes:** TTSH sees close to 10,000 visitors daily and this system helps to trace contacts in the event of an outbreak. This increases productivity in work. Visitors now complete their registration in an average of 5-7 minutes. Once visitors are more familiar with the system in 3-6 months' time, TTSH expects to reduce the manpower strength of counter staff by 50 per cent. These staff can be better redeployed to other service areas in the hospital.

**“We fully support such initiatives as it serves the public better and also frees up those working at TTSH to do more productive and satisfying work.”**

Catherine Loke, Healthcare Services Employees' Union Assistant General Secretary and TTSH Branch Chairperson

Have you broken any bottlenecks? Share it with us at [liaumn@ntucmedia.org.sg](mailto:liaumn@ntucmedia.org.sg)

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# 8,000 To Train And Gain



By  
**Naseema Banu Maideen**

**A** good 8,000 professionals and technicians in the energy utilities sector will have opportunities to take on the beat to equip themselves for a Cheaper Better Faster economy with the newly launched Energy Utilities Workforce Skills Qualification programme.

The Union of Power and Gas Employees worked closely with the Singapore Workforce Development Agency, NTUC's e2i (Employment and Employability Institute) and the Energy Market Authority to roll out the framework to up the capabilities of the sector's workers.

Backed by Singapore Power, City Gas, Tuas Power, Senoko Energy, Power Seraya, Keppel Energy and Sembcorp Industries, UPAGE signed a Memorandum of Understanding with these seven key players in the industry at its fourth Quadrennial Delegates' Conference on 20 May 2010.

Said NTUC Secretary-General Lim Swee Say: "As many may remember, the most passionate cause that the late Brother Nithiah Nandan, who served as UPAGE Executive Secretary, fought for was for every daily-rated employee in the industry to become a monthly-rated employee. We are carrying on what he had advocated for through what we are doing today.

"This is important as many of the 4,500 workers in the sector are mature workers and, therefore, there is an urgency to enhance their employability through life-long learning. This framework will also benefit another 3,500 workers from electrical trades, benefiting 8,000 workers in total."

SG Lim, who was Guest-of-Honour at the event, witnessed the signing of the MOU together with NTUC President John De Payva, UPAGE Advisor Sin Boon Ann, UPAGE President



**“UPAGE has a long track record of pushing for the training and upgrading of our workers. Most of our workers are very experienced with years of acquired skills but they may not have the academic qualifications. So, we found that this WSQ framework which is competency-based rather than academic-based, would be the most suitable training pathway for our members.”**

Nachiappan R K Sinniah,  
UPAGE General Secretary

Union of Power and Gas Employees brought together seven major players in the industry, together with NTUC's e2i (Employment and Employability Institute), Singapore Workforce Development Agency and Energy Market Authority to pen their commitment on a structuring training programmes for workers in the energy utilities industry.

## UPAGE Executive Council for 2010 - 2014

<b>President</b>	Tay Seng Chye
<b>Vice-President</b>	Andrew Chew Thian Peng
<b>General Secretary</b>	Nachiappan RK Sinniah
<b>Executive Secretary</b>	S Thiagarajan
<b>General Treasurer</b>	Durai Pandian K
<b>Deputy General Secretaries</b>	Tan Ban Leong Anbalagan s/o Veeramuthu
<b>Assistant General Secretaries</b>	Mohd Zulkifli Abdullah Chia Jee Kwang
<b>Assistant General Treasurer</b>	James Neil Manas
<b>Members</b>	Mohammad Yusoff Salleh S Ramachandran Goh Choo Kiat Kathy Foo Swan Lian Thomas K Pillay Ismail Ta'at Mohamed Noor Said Mark Hamid T Ravinthiran S Jaganathan R Danesh Naidu Abdul Samad Abdul Wahab Mohamed Nazir Sani Solomon Sugunavarman Chern Wen Kwang
<b>Consultants</b>	Tan Kok Ling Michael Mohammed Salleh Kassim

Tay Seng Chye and UPAGE Executive Secretary S Thiagarajan.

Mr Mohamed Nazir Sani, 37, who serves as an UPAGE Executive Council member, will also benefit from the new training framework.

"Our workers in the industry now have new learning opportunities and structured progression pathways. They will be able to perform with better productivity when they gain more capabilities with these enhanced training platforms," he said.

The first batch of 50 workers embarked on their training at the Singapore Power Training Institute on the same day.

## Labour Market Report For Unionised Sector Q1 2010

### Wages Increase, Retrenchments, SWW And TL Drop Significantly

Industries in the unionised sector in the first half of 2009 were badly hit by the global economic downturn last year, with the worst coming from the Electronics, Metalworks and Chemical/Petrochemical sectors. They suffered a drastic decline in business volume, which led to massive retrenchments and large numbers of workers put on shorter work weeks and temporary layoffs.

With the economy picking up this year, industries have seen significant growth overall, led by the manufacturing sector. Other sectors that are growing include Electronics, Construction, Food & Beverage/Hotels and Financial. This has led to significant drops in retrenchments and workers on Shorter Work Weeks/Temporary Layoffs. There were also higher annual increment settlements in the first quarter of 2010 in view of the improvement in the economy.

Despite the evidence of strong growth, companies are still exercising caution in committing to additional headcount. The recent changes in foreign workers' levy and Man-Year Entitlement are also set to impact sectors which are heavily dependent on foreign manpower.

#### Q1 2009 & Q1 2010 Comparison Of Retrenchments, Shorter Work Weeks and Temporary Layoffs And Wages In The Unionised Sector

Q1 2009	Q1 2010
<b>Retrenchments</b> <ul style="list-style-type: none"> <li>4,888 workers in Q12009</li> <li>PMETs accounted for 24%</li> </ul>	<ul style="list-style-type: none"> <li><b>Q1 2010:</b> Percentage of workers retrenched down by nearly 92% to 413 workers. Bulk of 96% were from manufacturing, of which the electronics sector formed 89% (368). Insufficient work was the main reason cited (58%), followed by offshoring/closure of operations (24%) and company restructuring (18%).</li> <li>Proportion of PMETs dropped to 22%. Production and manual workers continued to form the main bulk of 77%. Singaporeans formed 52% and females accounted for 72%. Proportion of matured workers aged 40 and above remained largely unchanged (57%). Matured workers were also more vulnerable to retrenchments than their younger counterparts (43%).</li> </ul>
<b>Shorter Work Weeks/Temporary Layoffs</b> <ul style="list-style-type: none"> <li>21,862 workers affected, with 240,036 mandays lost in Q12009</li> </ul>	<ul style="list-style-type: none"> <li><b>Q1 2010:</b> Percentage of workers affected dropped by 99.6% to 150 workers. This resulted in a subsequent drop in mandays lost to 600 (nearly 99.8%).</li> </ul>
<b>Wages</b> <ul style="list-style-type: none"> <li><b>Q1 2009:</b> Annual Increment settlements stood at 1%</li> <li>During the year, 55% of private sector companies froze wages and 4% implemented wage cuts</li> </ul> <p>Of the number that had wage freezes, approximately 15% granted lump-sum payouts to employees. 18% of the companies that had wage cuts made provisions for lump-sum payments ranging from \$20 to \$1,500.</p>	<ul style="list-style-type: none"> <li><b>Q1 2010:</b> AI settlements has improved to an average of 2.17% (AI settlements range from 1% to 4.83%)</li> <li>In view of the good economic outlook, bonus settlements for workdone in 2009 have improved to 2.67 months (as of April 2010)</li> </ul>

# Customer Productivity A Winner For 313@Somerset

By **Nicolette Yeo**

**T**he customer is truly king at the newly opened 313@Somerset. There is a dedicated concierge counter in the centre of the atrium where customers can get everything from taxi bookings and shopping delivery to communicating their needs in a variety of Asian languages. The mall's unique T-shaped layout allows customers to traipse from one end to the other without missing a single shop.

To help its retailers deliver better service, 313@Somerset established a training and career centre which provided free training to its employees six months before the mall opened. To date, over 1,000 employees have completed the training which has attained Accredited Training Organisation status, the first for a retail mall. The centre has even extended its training to employees from other retail malls.

Mohamed Ferhan Feroze, Trainer and Concierge Head, said: "What we teach them is that, first and foremost, you have got to have passion for the job. We make them feel that this job is very important. You also need to appreciate all the staff, make sure they are fully equipped with training and always recognise their job."

Ooi Eng Peng, Chief Executive Officer of Lend Lease Asia, the mall's developer, shared that the thrust behind this customer-and-staff-centric strategy was to create a "service culture in Orchard Road and within Singapore retail precincts."

The strategy has proved to be a winner. At its Customer-Centric Initiative Learning Journey on 14 May 2010, 313@Somerset reported that it received more than 14.7 million visitors just five months into its operations, far exceeding the originally projected 10 million.

NTUC Secretary-General Lim Swee Say, who was Guest-of-Honour, pointed out that there were four types of malls with different combinations of customer service ('software') and physical attributes ('hardware') with varying degrees of success. He noted that malls with both good 'software' and good 'hardware' were able to achieve sustainable success because they are able to draw new customers and maintain existing ones.

"Good 'hardware' is important because we need to keep updating our landscape here in Orchard Road, but more importantly, upgrading the 'software' to ensure that shopping in Orchard Road is a real experience" said SG Lim.

SG Lim added that it is also important to find ways to synergise five-star 'software' and



NTUC SG Lim Swee Say and CCI Co-Chairperson Yeo Guat Kwang with Lend Lease Asia Chief Executive Officer Ooi Eng Peng (left).

five-star 'hardware' such that it leads to the creation of more five-star organisations. In the case of 313@Somerset, CCI Committee Co-Chairperson Yeo Guat Kwang noted that the mall took a holistic approach to combine its 'software' and 'hardware'.

"What has been showcased by 313@Somerset is that you have to involve all partners. In this case, the cleaning contractors, security guards, retailers, foodcourt operators, including how to direct the taxi flow to give customers an overall experience," said Mr Yeo, who is also NTUC Alignment Director (Quality Worklife).

Disclosing that 56 per cent of the budget for the GEMS Up movement which CCI is a part of has been used for various projects, Mr Yeo reassured businesses that more resources are likely to be made available.

## Solutions To Successful Re-employment

By **Vanessa Teo**

**E**ven with a rosy light cast on the economy, the Metal Industries Workers' Union is not resting on its laurels and aims to help companies strive for more up when up by embarking on a series of 'Cheaper Better Faster' workshops. On 7 May 2010, it commenced its second workshop, a dialogue session with Senior Minister of State (National Development and Education) Grace Fu along with unionists and management partners.

The topic on re-employment of older workers took a front seat at the dialogue session, and MIWU and Madam Fu urged management partners to do their best to keep mature workers in their jobs. In response to the rising cost of keeping a mature worker due to increasing medical and insurance responsibilities, Madam Fu urged management to look beyond the cost incurred now.

"We have an ageing population which means the social cost of carrying an older population is higher. If many stop work at an early stage, with many years of no income, the social cost will increase. In 20 to 30 years down the road, and to shoulder that cost, many economies will have to raise taxes to cover the pension to cover the

medical cost. So if you do not want to have a social cost in the form of very heavy taxes, then we should try as much as possible for everybody to bear some of the cost," said Madam Fu.

She also strongly encouraged management partners who have problems easing their mature workers into a different job roles to tap on the ADVANTAGE! Scheme. As much as Madam Fu "understands that it may not be possible to employ mature workers indefinitely," she appeals to the HR managers "to accommodate and if necessary change the processes" for the mature workers.

She said: "We understand that we cannot push ourselves too much, but it's how do we as much as possible keep people who want to work working, even if their pay has to be reduced? Of course, those who can continue and in fact whose experience are very much cherished, we should be fair and pay them accordingly. But for those who really need to have a slower



MIWU President Toh Hock Poh (right) and Executive Secretary Jessie Yeo (left) presenting a token of appreciation to Senior Minister of State (National Development and Education) Grace Fu at the dialogue session.

pace, shorter hours, and a different job scope, companies may have to make those little adjustments."

Unionists who attended the session also had a takeaway from Madam Fu who advised them to move away from a seniority-based wage system.

"If pay is purely based on seniority, and when productivity and pay has a gap as compared to a younger worker, you will find that it is very hard on the company. It is also hard for your members because the adjustments they have to make is tremendous. So it's really in everyone's and for your members' interests to look at a more flexible wage system," said Madam Fu.

**“A session as such gives us a mutual understanding on what direction the union is working towards. This will help to enhance the Industrial Relations relationship even more, and ultimately benefit workers, companies and everyone.”**

Chia Boon Chuan, NOK Asia Company Private Limited Human Resource and Administration Department Manager

# e2i Helps SCORE Jobs



By  
Marcus Lin

**N**TUC's e2i (Employment & Employability Institute) strives to serve the Singapore workforce in general, the broad mainstream of the workforce. This covers a fair number of people, including the vulnerable segments like older workers, back-to-work women, low-skilled workers and even some ex-offenders. However, when it comes to ex-offenders, some extra delicate handling is required.

“For a specific group like ex-offenders, their needs are very special because there is a stigma attached to them and special effort is needed to overcome that stigma. For such segments, it is better to have specific units that look into their specific concerns. And therefore the Singapore Corporation Of Rehabilitative Enterprises is important. e2i should not take away the job of SCORE, but we complement and support SCORE.”

NTUC Assistant Secretary-General and e2i Chairman Ong Ye Kung was explaining the role of e2i in the reintegration of ex-offenders back into society at the official launch of the Logistics Training Centre at Cluster B, Changi Prisons Complex, on 17 May 2010.

He elaborated: “Likewise in NTUC, for example, there are back-to-work women and their needs are very specific, their problems are

specific. So we need the Women's Development Secretariat and e2i supports that. That is the architecture of helping different groups of workers and it is more effective that way.

“How we can best help SCORE is to make sure that the programmes are all out there. We work together with the Singapore Workforce Development Agency which comes out with the certification and the funding. We work with training providers and industries and we roll out the courses. We make sure they are all available in the market and then it is really for SCORE to tap on them and absorb them into this facility.”

ASG Ong gave the thumbs up to the new facility that provides generic and vocational skills training: “Key to this effort is really finding them a job and helping them get a useful skill. Because a job comes with an income, and with income comes independence. A job also comes with responsibilities, and with responsibilities comes



(From left) Director of Prisons Soh Wai Wah, SCORE Chairman Kong Mun Kwong, NTUC ASG Ong Ye Kung and Peter Tan Organisation Director Peter Tan join hands for the launch.

respect and trust from others. These are very key ingredients of reintegration.

“This is why Prisons and SCORE are devoting a lot of effort in training inmates. In 2009, about 3,500 inmates attended the Employability Skills System and Workforce Skills Qualifications training to prepare themselves for work upon release.”

He underscored an important factor for the high success rate now of finding jobs for ex-offenders: **“At the back of all this is a strong economic policy, a sound one that creates many jobs for Singaporeans.** And because of all these jobs we are able to persuade employers who are desperately in need of manpower to come forward to hire people who are vulnerable, who are disadvantaged, or who for some reason fell behind other workers in the market.” He added that this year the Government expects at the minimum 100,000 new jobs in the economy.

SCORE Chairman Kong Mun Kwong said that SCORE focuses on specific industries that offer good career prospects for inmates: “One such industry is the logistics industry. To extend relevant vocational skills training to inmates interested in this industry, SCORE worked with the Institute of Technical Education to set up a logistics training centre. With the set-up of this centre, we are able to conduct the ITE Skills Certificate in Logistics Operations.”

The Peter Tan Organisation donated \$100,000 to fund the set-up of the Logistics Training Centre and the cost of three batches of training. It allows inmates to be trained in both generic and employability skills.

## Webchat On May Day Rally

By Muneerah Bee Mohamed Iqbal

**T**he sounds of fingertips against keyboards replaced the buzz of chatter in the air at this townhall meeting. On 6 May 2010, REACH (reaching everyone for active citizenry@ home) held an e-Townhall webchat in English for Singaporeans to voices their views and feedback on the issues raised at the May Day Rally.

Chaired by NTUC Deputy Secretary-General Heng Chee How, REACH Chairperson and Advisor to the Amalgamated Union of Public Employees Dr Amy Khor, and NTUC Assistant Secretary General Ong Ye Kung, about 300 participants logged online to participate.

The partial restoration of the employers' CPF contribution rate was fresh on the minds of the public. They were receptive of the one per

### Instant Response And Clarity

“Tonight's e-Townhall webchat helps to clarify some of the public's issues and concerns regarding the policies. They also help to clarify each other's concerns and it shows that these views are not just held by the policy makers.”

Dr Amy Khor, REACH Chairperson

cent restoration but there was a query on why none of it is going into the Ordinary Account, especially with the rising cost of housing. Dr Khor replied: “Indeed, many Singaporeans use the CPF to finance their housing purchase. However, we also need to ensure that Singaporeans have money in their CPF for their retirement and medical needs especially as the population ages and life expectancy increases. Moreover, the last round of increase in 2007 was already channelled to the OA.”

Participant Soh Yi Da was also interested to know if the CPF range will go beyond 36 per cent in the future. In reply, DSG Heng cautioned: “If there is any need to review the range in future, I am sure the Government



From left: REACH Chairperson Dr Amy Khor, NTUC Deputy Secretary-General Heng Chee How and NTUC Assistant Secretary General Ong Ye Kung answering queries from participants.

will be very careful in balancing between the needs of the workers as well as the cost to the businesses. This is to make sure that the worker gets the golden egg but the goose that lays those eggs is not harmed.”

Participants in the webchat also bounced off ideas and opinions on increasing the productivity of the Singapore workforce and brought up the issue of workers being passionate about their jobs in order for them to be more productive. ASG Ong expressed: “Some workers will say, 'What is there to be passionate about when I earn \$1000?' So we need a virtuous cycle; better image, better skills, better output and then better pay. Then workers are motivated to upgrade and employers reward better skills. We are moving there, steadily...”

# SOS To Build Own 16-Storey Hotel

By Marcus Lin

In keeping with its mission to provide innovative and a meaningful range of welfare, services and value to its members, the Singapore Organisation of Seamen will have a purpose-built 16-storey, 3-star hotel with 103 rooms annexed to its Seacare Building in Chin Swee Road just outside the Central Business District. SOS is probably the first union in Singapore to build its own hotel.

At the groundbreaking ceremony for the Seacare Hotel on 20 May 2010, SOS Executive Advisor and Seacare Co-operative Ltd Executive Chairman Leow Ching Chuan said: "Seacare Co-operative Ltd was formed with the aim of collaborating closely with the SOS to promote the interest and welfare of seafarers. Towards this end, with the support of Seacare, the SOS has set up the Seacare Sailors' Home Scheme to offer another tangible benefit for seamen working on board SOS CBA ships. Through this scheme, the SOS seeks to provide, with the participation of the relevant shipping companies, affordable accommodation for seafarers in Singapore and other international ports."

Mr Leow said that SOS has been trying since 2007 to acquire existing premises suitable or adaptable for use as a hotel under the Scheme without success: "Finally, the management of the SOS and Seacare decided to consider the option of reviewing the feasibility of using the Seacare Building as an integral



An artist's impression of the Seacare Hotel (right) which is next to the existing Seacare Building.

part of our proposed hotel project. A favourable factor has been the increase in the regulatory plot ratio from 1.6 to 3.5 for the construction of a building on a given piece of land. What this means is that the Seacare Building can now be rebuilt or enlarged or extended with an additional gross floor area of 36,000 square feet

on its existing plot of land."

He added: "It makes good business sense to build a hotel annexe to the Seacare Building as it maximises the available land space. With the scheduled commencement of construction works in June 2010, the hotel should be in full operation in early 2012."

The rooms ranging in size from 17.32sqm to 42.82sqm will be well-designed as will the amenities including a café, gym, roof garden terrace and a small business centre that can cater to the public besides seafarers.

SOS General Secretary Kam Soon Huat said: "The principle objective is to provide affordable accommodation to seafarers. That is our primary objective but it is also open to the public. We already have many shipping companies who indicated they will support us when they have seafarers in Singapore. It is this group of people who gave feedback that there is a demand for such a facility.

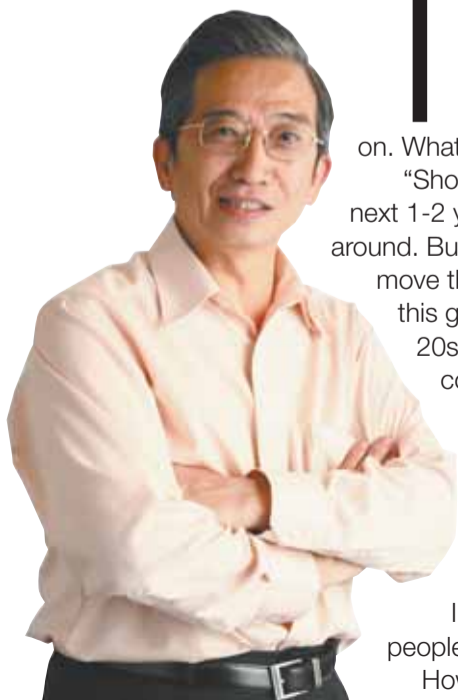
"We were looking high and low for a place but it was either wrong location or sky-high prices. We were also not sure whether we could get a licence and are very happy that it is granted."

Member of Parliament for West Coast GRC and SOS Advisor Arthur Fong who was Guest-of-Honour said: "This is no small feat. Of significance is how this project has come to today's groundbreaking stage which shows the 'out of the box' thinking, single-mindedness, the prudence and determination of both SOS and Seacare management."



By Marcus Lin

## AUPE Seeks More Willing To Serve



The Amalgamated Union of Public Employees' General Secretary Teo Yock Ngee can safely say that should he or some members of the Executive Council decide to call it a day in union work, there is a capable team in place to carry on. What worries him is the long-term.

"Should a few or even one-third of the exco retire in the next 1-2 years, there are still enough experienced people around. But we have to bring in more young people and move them up gradually. And I am very concerned about this gap because there are not enough people in their 20s who are following through. That is my greatest concern.

"Currently, if you look at the around 400 branch officials we have, only about one out of four is a young person aged 35 and below. It is not easy to attract them to serve in the union. For the top positions in the exco, there is only one person in the 20s. To me that is simply not good enough.

I want to do better than this and encourage more people to come forward in the coming years."

However, Mr Teo says that Young AUPE is doing a

good job: "We actually got an award for being one of the most active. We need to because if we don't, in time to come there will be a big gap. Good leaders need to be groomed from a young age. We now have one or two very outstanding ones but as I said the numbers are not there.

"We must find ways to get more to serve in the union. Not that we are lacking, but we have to do more. We work very closely with NTUC but it is actually a difficult job to do."

Mr Teo also wants to develop more women union leaders. Out of a total AUPE membership of around 16,000 members, about 50 per cent are women: "We have been quite successful in the development of women leaders as more and more women are joining and serving at the branch leadership level. But we hope to do better at the highest exco level where women are not so well represented."

AUPE is also working with the various ministries and statutory boards to prepare employees reaching retirement age to be re-employed. Mr Teo said: "We are encouraging the employers to as far as possible give them more time. One year before they reach retirement age, interview them, counsel them. If they wish to work, they need to work or they want to work, provide avenues for them.

"And if they need to re-skill or re-train, why not? So far figures show that it has been quite encouraging. But we cannot force people who do not wish to work to continue to work. But the success rate so far has been quite good. In the Ministry of Finance, for example, records show that out of two at least one is willing to work and is able to get a job."

# Oh, Wh<sup>★</sup>t A Night!

By Nicolette Yeo and Vanessa Teo  
Pictures by Alvin Toh

Having a whale of a time posing for pictures with Beetlejuice and Kungfu Panda. Feeling the adrenaline rush of a 'hurricane' about to hit New York. Savouring a scrumptious feast under the stars on the 'streets of New York'.

These were some of the fabulous highlights of the exclusive theme party held at Universal Studios Singapore for 54 Individual Category winners of the May Day CBF Model Partnership Awards and their partners on 13 May 2010. This year's categories include Best-in-Class (role models include low-wage workers), Proactive Executives (Professionals, Managers and Executives), Back-to-Work Achievers and Silver Collar Heavyweights.

Organised for the first time by the Labour Movement, the party is a pre-award-ceremony event held as a form of appreciation for the exemplary efforts of the workers at being Cheaper Better Faster and their partners who provided valuable support. The evening was even sweeter for the awardees as they got to share the memorable moments with family members.

Hosted by NTUC President John De Payva and NTUC Secretary-General Lim Swee Say, the party included special tripartite guests Manpower Minister Gan Kim Yong and Singapore National Employers Federation President Stephen Lee.

The May Day CBF Model Partnership Awards 2010 ceremony will take place on 29 May 2010.

## Category: Best-in-Class (Low-Wage Worker) Unlimited Passion To Learn

She used to earn \$800 dollars a month as a Cook-cum-Cleaner at Cherie Hearts Whiz Kids Academy Private Limited. But after taking up the course in Basic Fundamental in Early Childhood Education, 44-year-old Madam Jennifer Wong subsequently earned \$1,000 a month as a Teacher Assistant.

Determined to become even better, Madam Wong then went on to complete a certificate course in Infant and Toddler Care, and today is an Infantcare Teacher earning \$1,300 a month, which will increase to \$1,500 after her three month probation ends in July this year.

Educated only up to Secondary Two level, Madam Wong has proved that it's possible for everyone to become better.

"Age is never a problem when it comes to upgrading oneself. With better qualifications, my salary is higher, and ultimately it will mean a better life for my family. I will even be taking my 'O' Level English exam next year," said Madam Wong.

The encouragement given by her colleague, Madam Lilly Tan, is also one of the reasons for her success today.

"I knew she had an interest in infantcare so I encouraged her to take up the relevant courses. When she had any problems with her assignments, I will guide her in doing it. I want to see her improve in whatever she does," she said.



## Category: Best-in-Class and Proactive Executive Everything Is Possible

From a Junior Manufacturing Assistant in the year 2000, 30-year-old Mr Soon Fock Heng has rose the ranks to become an Associate Engineer at 3M Singapore Private Limited today. This was possible because of his commitment to continuous upgrading.

Joining the company with only an SPM qualification, the Malaysian equivalent of 'O' Level qualification, Mr Soon has completed a Higher NITEC Course with ITE in Mechanical Engineering, Diploma in Mechanical Engineering and is currently undertaking a degree in Mechanical Engineering at the National University of Singapore.

"With better knowledge, I find that I can contribute more to the company and understand complicated problems better, which allows me to solve problems using a more systematic approach," said Mr Soon.

Mr Soon's success today can also be credited to his Supervisor Mr Law Kok Yeong who hired Mr Soon and provided him with ample opportunities to upgrade himself. Mr Law also sought company's sponsorship for Mr Soon's NITEC course, and even went the extra mile to submit his enrolment form to ITE.

"3M is a leader in innovation and we always believe that our people make the company successful, thus we encourage our people to go for upgrading. Fook Heng has proven this point, and was promoted five times in the past ten years," said Mr Law.



**"It's a good example today where you see that our low-income workers also can come to the Universal Studios Singapore through the Labour Movement, and it's something very exciting for them. Our workers work all the time, and how many of them actually have the time to come here? So this is the right time for us to use this channel to invite them here."**

N Silva, Organising Committee Co-Chairman and Union of Security Employees President



**"Being an all inclusive Labour Movement, we want to create the opportunity in which our low-wage workers can also come together and enjoy themselves in a place like this. This is also another way of rewarding our partnership with management and individuals as well as a timely reward for our workers who put in extra efforts to go for training."**

Tan Chai Kun, Organising Committee Chairman and Metal Industries Workers' Union General Secretary

**"It's really good to organise this thank you dinner here. At least it shows that the Labour Management Relationship is really good, and it makes you feel good to know that you are appreciated."**

Goghari Siblisuraya, The Singapore Manual & Mercantile Workers' Union Vice-President

## Category: Silver Collar Heavyweights Infinite Passion For Work

"I have a passion to work and will continue for as long as I can," said Madam Tan Kim Eng, Room Attendant at Sheraton Towers Singapore Hotel. This explains why she has been at her job for 23 years, and is still going strong at the age of 69.

An energetic worker with a never-say-no spirit, Madam Tan is a constant inspiration to her colleagues. A keen learner, she has also attended numerous courses. Madam Tan's work has been recognised by many awards, including the Employee of the Year 2009 by NTUC, Food, Drinks and Allied Workers' Union, and Singapore Hotel Association.

However, Madam Tan's desire to work was almost cut short three years ago. Having failed the medical examination required for her annual employment contract renewal, she could not get the insurance coverage for re-employment.

Fortunately, Madam Tan's saviour came in the form of the hotel's HR Director Francis Tan who appealed to the insurer to grant her a re-examination, which she passed.

"I'm very happy and grateful to him and the management for their support. I will continue to give my best," said Madam Tan.

Mr Tan commented: "Madam Tan is a productive and excellent role model whom we believe will continue to value-add to our hotel. She is 'Cheaper' because she remains productive, 'Better' because she keeps herself relevant through skills upgrading, and 'Faster' by being flexible."



## Category: Back-to-Work Woman Never Too Late

11 years away from the workforce was not enough to discourage 45-year-old Madam Siti Zahrah Hassan to return to the workforce again. She was a homemaker, nursing her now-deceased third son who was suffering from brain cancer. Instead of being discouraged by the ordeal, Madam Siti found her passion in nursing.

Madam Siti enrolled for a Health Care Assistant Training course and joined Tan Tock Seng Hospital in 2007. However, she felt that she needed to upgrade her skills to serve better. She was sponsored by the hospital to pursue the advanced HCA course last year. With her zeal for improvement, Madam Siti was selected to attend a place-and-train programme for Enrolled Nurse Training at ITE in April this year.

"My belief is that one never stops learning. Right now, I am only a Health Care Assistant, but after I complete my nursing course, I will become a professional nurse and have better skills to serve my patients," said Madam Siti.

Madam Siti's husband, Mr Mohd Effandi Mohd Taib, never stopped supporting her in the journey to upgrade and is the supporting pillar in Madam Siti's life. He even voluntarily helps out with household chores so that Madam Siti can focus on her studies.

"If there are opportunities for her to further her studies, I will definitely encourage her. Now that she is more qualified and is working, I can see that she is more confident in communicating with people and it's a good change," he said.

**"The objective to have people come and party and get to know each other is very good. It is also good that it is held here at USS because many people have not got a chance to see it so it is an opportunity for us to bring our families here today."**

Rathakrishnan Sinnappan, Singapore Airlines Staff Union General Secretary



# Fusing To Fit Changing Landscapes

By **Muneerah Bee Mohamed Iqbal**

**F**ounded in 1964, the Singapore Bank Officers' Association has been representing junior executive bank employees for almost 46 years. After close to half a century, the union is now looking forward to a merger with its sister union Singapore Bank Employees' Union, which represents clerical bank workers.



more productive workforce. Mr Wee encourages workers to help management in identifying and breaking productivity bottlenecks by providing them feedback. "Employees are most familiar with their jobs so they can see certain problems more clearly and they have first hand knowledge of the problems. They will be able to make suggestions for improving processes. In turn, management should study those suggestions and decide whether they can be implemented," said Mr Wee.

This move portrays the shifting landscape of the banking and financial sector in Singapore, especially in terms of the workforce needed by banking institutions here. SBOA General Secretary Wee Soon Guan explained: "Now the new recruits are either polytechnic or university graduates. Upon passing their probation, they normally become senior officers and are out of the scope of representation by both unions. A merger between SBEU and SBOA will give us a bigger union, bigger base, bigger voice and extend the scope of representation for bank workers."

The changing landscape of the economy also requires the industry to produce a

Being a knowledge-based industry, the banking sector also values experienced workers and re-employment of older workers. In November 2009, Maybank Singapore signed a Memorandum of Agreement with SBOA and SBEU to commit to the guideline of re-employment. Besides this MOU, SBOA also works with its branches on an individual basis to encourage them to re-employ older workers.

Mr Wee shared: "Sometimes when we know of a worker who is going to retire, we approach the management to see how the worker can be re-employed. An older worker holds a lot of experience and knowledge which can be passed on to younger staff, so it is important to retain them and encourage them to continue working."



**SBOA**

The Singapore Bank Officers' Association currently represents 28 banks with more than 1,000 Ordinary Branch and almost 4,000 General Branch members. Union membership is based on the employee's title, such as those in the Bank Officer grade. Most recently, the union held its 10th Triennial Convention of the General Council on 22 April 2010.

As Singapore's economy's recovers, SBOA is optimistic about the outlook on the banking and finance industry. Mr Wee highlighted the correlation between a productive workforce and an improved economy: "If the banking system can be improved upon, it will benefit everybody who uses banking services. Businesses and clients of the bank will benefit from this improvement and this further contributes to the Singapore economy."

## A Caring Teacher Goes A Long Way

### Three STU Members Get Awards

By **Muneerah Bee Mohamed Iqbal**

**I**n some professions, it takes more than knowledge and skills to be great at the job. For teachers and educators, they wear many hats for their students during and out of school hours to help them reach their potential and being caring about their students becomes second nature in their work.

At the recent Caring Teacher Awards 2010, three teachers from the Singapore Teachers' Union, Miss Evelyn Chiam, Madam Belinda Hoe and Madam Noor Azleen Sarbini were awarded the National Commendation Award.

Established in 1996 and jointly organised by the National Institute of Education and ExxonMobil Asia Pacific Private Limited, with support from the Ministry of Education, this biennial award recognises the commitment of dedicated teachers towards the holistic development of their students. It gives teachers who exemplify the values of caring, sharing and concern for the academic, moral, social, emotional and mental welfare of their students, through their daily deeds and actions a platform for recognition.

Miss Chiam, an STU member for 12 years believes that a caring teacher greatly contributes to a child's learning experience

in school. "To my mind, a caring teacher is sensitive to the needs of his or her student, picking up on where the student needs help- meeting him at the point of his need. It may be in the classroom or it may be I have to change a parent's mindset or I may have to assist the family to get financial assistance. A caring teacher cares to notice and remove obstacles in the way a pupil's development, happiness and blooming," she said.

For Madam Hoe, she encourages her students not to be afraid of setbacks and to always strive towards their goals or dreams. She cited an instance where she helped a student from China who had low self-esteem and did poorly in school. She shared: "I did a check on his family background and made a few home visits and connected with him by knowing his learning styles, likes and dislikes. I worked with the school counsellor and his guardian to work out an action plan to help him overcome his computer addiction. I always saw hope in him and never gave up on him because I understood deeply that he needed help."



Photo courtesy of NIE

From left: Miss Evelyn Chiam, Madam Belinda Hoe and Madam Noor Azleen Sarbini

### Passing On Knowledge And Values

**“Teachers today play multiple roles as educators, nurturers and mentors to their students. They demonstrate passion, innovation and dedication in teaching by transmitting knowledge and skills. However, the values they promote and pass on to their charges are just as important. Through the Caring Teacher Awards, both ExxonMobil and NIE hope to inspire and spur on our teachers to continue their good work of educating their students.”**

Dr Nick Aplin, Chairman of the Caring Teacher Awards Organising Committee



# Fridays For Families

By Muneerah Bee Mohamed Iqbal

**B**uilding a strong foundation for a family takes conscious effort, allocated time for bonding and plenty fun and games thrown in the mix. U Family came up with the perfect concoction in the form of Family Night Out.

On the second Family Night Out event on

14 May 2010, 113 children aged from seven to twelve years old were treated to a special night with their families at eXplorerkid at Downtown East. With exciting activities such as a magic show, a 'Dress Up Your Parents' game and a scavenger hunt, it was an excellent opportunity for participants to have a family night to enjoy family bonding time together.

U Family aims to make Family Night Out a monthly event with separate activities for parents and children and a joint activity where parents and children can participate together.

Two lucky winners were also awarded 1.5 million LinkPoints and a \$5,000 NTUC Income GrowthLink Policy as part of the 'Power of U' campaign for the month of May. Madam Yap Seok Bee, 54, has been a union member for a long time and she was very pleased with the unexpected win of a NTUC Income GrowthLink Policy worth \$5,000. As for 62-year-old Ms Gui Siew Boon, she has been a union member for 43 years and

## Making Time For Family

**“There is nothing more valuable to families than family time together. Yet with parents and children leading such busy lives, we find it tough to spend quality time together. So U Family decides to dedicate a Friday Night each month to families. Families can come together to interact with other families in a community atmosphere where parents listen to parenting talks, children have their playtime and families bond together in activities.”**

Toh Hwee Tin, Alignment Director (U Family)

with her newly won 1.5 million LinkPoints, she is receiving more than what she paid for her entire membership dues. She said enthusiastically: “It’s fantastic to win 1.5 million LinkPoints! I couldn’t sleep the whole night after they informed me. I’m very happy and excited! I have an NTUC Thrift account so I’ll probably convert some LinkPoints there and use some as vouchers.”



Strengthening family bonds by dressing mummy up.



## A Family Affair



By Vanessa Teo

**“**It’s the knowledge that in whatever we do, at the end of the day, families come together and have the opportunity to spend time together,” she said.

And that is the simple principle NTUC’s Family Development Unit’s (Programme & Outreach) Koh Yan Ping lives by, as she engages members through organising family bonding activities for them. Joining the Labour Movement family in March 2008 when FDU was just entering its starting phase, Madam Koh has seen how it has grown, and benefitted members through an emotional engagement channel.

“Families in Singapore are very busy. With both parents working most of the time, most of them won’t have the time to think about ‘What can we do this weekend? Where can we bring our children?’ So that’s what FDU is here for, to organise activities that are fun, meaningful and more importantly provide a platform for a family bonding experience.

“In NTUC, we have different units looking at different needs of the workers, whether it’s the training aspect or the re-employment aspect. But to better engage our members, we have gone beyond that and worked towards a lifelong engagement process, and FDU is one of the units targeted to engage our members who

now have their own families,” said Madam Koh.

She was also one of the forces behind the successful event, “Pak Tor with U at the Movies”, which entered the Singapore Book of Records in 2009 for having the largest number of married couples watching a movie outdoors. However, the successful result did come with its fair share of challenges as well.

“To find a venue for our events is always a challenge for us. For this instance, we had to source for a big outdoor location that is central, accessible and of course one that can contain everyone. Initially at the planning stage, we opted for a smaller venue at Fort Canning Park. However with the overwhelming response, we had to change the location at the last minute to the bigger venue, and thankfully it was still available then,” said Madam Koh.

Therefore, in order to increase her own productivity to lessen the delay in looking for suitable venues for events, Madam Koh makes it a point to know of any new developments on any land in Singapore. This increases her efficiency by ensuring that anytime she needs to source for



FDU Principal Specialist (Programme & Outreach) Koh Yan Ping (standing) at the “Romancing U - The Love Retreat” event on 27 March 2010.

a venue, she knows where she can go to.

“It has become a habit for me to always look out for suitable venues even when I am off duty or when I am out with my family. When I see places where families congregate or where people enjoy family activities, I will pay attention and make an effort find out more about that place,” explained Madam Koh.

Looking forward, FDU is organising its second Campus Arete in collaboration with Orchid Country Club. Always striving to do better, FDU has invited facilitators all the way from the United States to conduct the camp programmes. Interested parties can log on to [www.ufamily.com.sg](http://www.ufamily.com.sg) <<http://www.ufamily.com.sg>> for more details.

# Say Hi 5 To Young NTUC!

 By **Vanessa Teo**

**T**hey formed the largest human flag in August 2007, organised a large-scaled musical titled 'A Labour Of Love' in May 2007, broke the record again to create the largest day and night flags with 11,500 members in August 2008, and gathered the largest crowd ever to say the Pledge at 8.22pm at the National Day Parade in 2009. They are none other than the Labour Movement's youth wing, Young NTUC, who celebrated its 5th birthday on 30 April 2010. Recounting its achievements, NTUC Assistant Secretary-General and Alignment Director (Uth! Movement) Josephine Teo was gratified at the way Young NTUC has progress thus far.

ASG Teo shared: "When Young NTUC first started, we had very little ideas, except knowing that we wanted Young NTUC to be a vibrant movement where youths could come together to fellowship in a meaningful and purposeful way. We knew our goal and vision, but had no idea on how to get there. But today, what we have is a good foundation. Not just having different activities, platforms and iconic events that we have created, but more importantly, having identified energetic and innovative people through the process of organising these events. Thus we feel we are ready to take Young NTUC to the next level."

And by taking Young NTUC to the next level, ASG Teo has identified three areas in which Young NTUC is going to step out and enhance its efforts in.

"We feel that in order for us to reach out to an even wider group of audience, we should at the same time look at the core concerns of young people at the early stage of their careers. Thus our professional development beat will be to reach out to the PMETs (Professionals, Managers, Executives and Technical people) to help them advance professionally in a way that meets their life purpose, and this is an area we are going to seriously look into doing.

"Secondly, we know we have very warm-hearted youths among us who have great interest in doing volunteer work. Thus we are going to expand the pool of our partners, so that youths have the opportunity to interact and discover for themselves what type of volunteering opportunities they enjoy more, and want to commit on a longer term basis.

"Thirdly, and very importantly, we want to put in place a more structured approach to identifying and developing our leaders in Young NTUC, so that they can in turn be equipped with the skills to take on leadership roles, whether in their workplace or in their community, and not just in Young NTUC. So we would like to provide as many leadership and development opportunities as possible," said ASG Teo.

Young NTUC members and friends alike welcomed the new directions with lauding cheers and applause, and at the same time, celebrated Young NTUC's achievements with a cake cutting ceremony. Participants then basked in the celebrative mood with a jazz band playing in the background, enjoying the night away at the roof top garden of One Marina Boulevard.



## Back To The Roots

**“**Even though Young NTUC is five, there were already members working in the then NTUC youth committee in the earlier days, so this is really a continuation of their work. We want to thank the people who sowed the seeds earlier on like our NTUC Central Committee members Lim Kuang Beng and Edwin Lye who served as youth committee members then. Therefore the strength of Young NTUC is that there is always fresh injection of youth blood, and its ability to always reinvent itself.”

Josephine Teo, NTUC Assistant Secretary-General and Alignment Director (Uth! Movement)



**“**I've been with Young NTUC for almost a year now, and I've learnt a lot from its activities. Today, I even hold on to a leadership position and I can foresee more things coming its way. Young NTUC has done a great job in engaging youths to work together.”

Adella Lim, Youth for a Competitive and Inclusive Singapore Assistant Team Manager

**“**I am very happy that Young NTUC has come so far, progressed so much and achieved so much in just a mere five year span. Over time, the bond among the committee members have grown stronger, and we are seeing more engagement with youths within the Labour Movement.”

Jason Lee, Young United Workers of Electronics and Electrical Industries Chairman

**“**Comparing Young NTUC now and five years ago, it has really changed a lot. Now we have bigger events, bigger group of audiences and a much bigger pool of youths as well. Congratulations Young NTUC!”

Benjamin Tang, Young NTUC Chairperson



The Team Behind The Successes... The Youth Development Unit team led by Young NTUC Executive Secretary Steve Tan played a pivotal role in all the successful events organised by Young NTUC. This was recognised by NTUC Assistant Secretary-General and Alignment Director (Uth! Movement) Josephine Teo at Young NTUC's 5th Anniversary on 30 April 2010.

NTUC Income  
FPFC Ad