

## Union Leaders Write Their Own FATE...

### E-Book 'Flowing From Strength To Strength' Launched

By Naseema Banu Maideen

Union leaders have an important role to play in the peace and progressiveness of Singapore. This has only been possible because union leaders have been responsible and responsive, and have endeavoured to make up their own FATE, as termed by NTUC Deputy Secretary-General Heng Chee How.

He explained this term at the Labour Movement's UNITE Leadership Summit 2013 on 18 October 2013 hosted by NTUC President Diana Chia and NTUC Secretary-General Lim Swee Say with over 500 members of the Labour Movement family: **F** - Face the facts, **A** - Adapt, **T** - Track progress, **E** - Engage (tripartite partners, management, membership, stay relevant to engage changing profile of workforce).

DSG Heng said at the event organised by the Ong Teng Cheong Labour Leadership Institute (OTC Institute): "The economic environment has become ever more complex and testy. With globalisation, technology change, rising



With a printed copy of the "Flowing From Strength To Strength" book, veteran leaders featured in it pose for a shot as they flipped to pages that carry their own stories. Hosting the guests that evening were NTUC Secretary-General Lim Swee Say (right) and NTUC President Diana Chia (left).

aspirations, more diverse, cross-cultural and multi-generational workforce etc, the challenges of today and tomorrow will not be less than those of yesterday.

"Hence, all the more, we must redouble our efforts to seek a better FATE. To do this, a core ingredient that we must have is strong leadership that runs strong unions."

“Whether it is about higher pay for low-wage workers or better ways to represent PMEs, improving re-employment terms and urging further re-employment efforts, securing better terms for women, or a level playing field for Singaporean jobseekers and decent treatment for migrant workers - the Voice of the Labour Movement is loud and clear.”

NTUC Deputy Secretary-General Heng Chee How

Continued on page 2

## SLF Commits To Do More For The Labour Movement

By Nicolette Yeo

With the strong financial support from the Singapore Labour Foundation (SLF), the Labour Movement (LM) has been able to do more for workers and union members. In the last four years, SLF has contributed some \$36 million to help the LM grow an inclusive and vibrant union membership base in order to be an effective and constructive tripartite partner; expand its industrial relations capability and capacity to better serve the unions; and develop strong union leadership through the Ong Teng Cheong Labour Leadership Institute (OTCi).



SLF Chairman Gan Kim Yong addressing the attendees at its Annual General Meeting. On his right is SLF Chief Executive Officer Adeline Sum while on his left is SLF Deputy Chairman Lim Boon Heng.

Continued on page 10

**3**  
ODC 2013  
Special Report

**11**  
e2i Boost For  
OPEC Workers

**13**  
AREU Starts  
Family Chapter



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Android

From page

# 1 Union Leaders Write Their Own FATE...

For this reason, the Labour Movement has advocated its 3-Flow (3-F) leadership framework to champion sustainable leadership renewal practices and this has triggered positive outcomes. DSG Heng said the size of the union leadership pool has grown from about 5,800 union leaders in 2009 to around 6,200 in 2013, bucking the trend between 2000 and 2009.

“Beginning after the National Delegates’ Conference (NDC) in 2011, we now have 43 out of 60 affiliated unions (72 per cent) with 88 per cent of union leadership pool committed to the practice of 3-F. This progress is further energised by the support of the NTUC 50 Fund.

“Already, 32 unions with 78 per cent of the union leadership pool have applied for funding support to the NTUC 50 Fund to accelerate their 3-F and other leadership development initiatives. We are certainly encouraged by this clear progress and will press on.”

Furthermore, comparing 2009 and 2013, the age of union leaders 55-years-old and above decreased by 13 per cent while those below 40-years-old increased by six per cent. “The modal age has moved from around 58-years-old to around 55-years-old. This bucks the trend between 2000 and 2009.”

He added that moving forward NTUC and OTC Institute will organise more workshops and sharing of good practices to strengthen awareness and deepen understanding of requirements and benchmarks among affiliates.

The event also saw the launch of an electronic book ‘Flowing From Strength

To Strength’. Said DSG Heng: “OTC Institute embarked on an important e-book project to capture the valuable experience and sharing by our veteran Labour Movement leaders.

“This evening, we are happy to bring before this gathering of leaders the inaugural edition of this e-book, featuring the sharing of experience of 12 veteran leaders well-known to all of us. This

will kick start our e-collection of accumulated wisdom and insights within the Labour Movement, to light our paths and guide our way.”

The e-book can be accessed at [www.otcinstitute.org.sg](http://www.otcinstitute.org.sg). A video showcasing the work of union leaders was also screened at the event. To watch the video, please visit <http://bit.ly/unitesummit2013>.

## The 12 Leaders Who Make Up The First Series Of ‘Flowing From Strength To Strength’

- John De Payva, NTUC President Emeritus and The Singapore Manual and Mercantile Workers’ Union (SWMWU) Secretary-General Emeritus
- Teo Yock Ngee, former NTUC Secretary for Financial Affairs and Amalgamated Union of Public Employees (AUPE) General Secretary
- Cyrille Tan, former NTUC Vice-President and United Workers of Electronics & Electrical Industries (UWEEI) General Secretary
- Thomas Tay, former NTUC Vice-President and current Singapore Maritime Officers’ Union (SMOU) General Secretary
- Ameer Hamzah, Singapore Port Workers’ Union (SPWU) General Secretary
- Tan Chai Kun, former Metal Industries Workers’ Union (MIWU) General Secretary
- Nakalingam Silva, former Union of Security Employees (USE) President
- Alex Sim, former Food, Drinks and Allied Workers Union (FDAWU) General Treasurer
- Mohan Dass, former Singapore Airport Terminal Services Workers’ Union (SATSWU) President
- Mohd Salleh Kassim, former Union of Power and Gas Employees (UPAGE) General Treasurer
- Ong See Ham, former Public Utilities Board Employees’ Union (PUBEU) President
- Tan Chuan Juan, former Housing and Development Board Staff Union (HDBSU) General Secretary

## 10 Flow On Leaders Honoured

There were also tributes for 10 respected Flow On leaders who worked tirelessly with passion and dedication towards the betterment of their fellow workers, and ensured that suitable successors will continue their good work.

Flow On Tribute	
1.	Brother Willie Tan Kok Seng, Singapore Insurance Employee’s Union (SIEU), General Secretary (1987 - 2013)
2.	Brother Nakalingam Silva, Union of Security Employees (USE), President (1998 -2013)
3.	Brother Tan Chai Kun, Metal Industries Workers’ Union (MIWU), General Secretary (1999 - 2012)
4.	Brother Tan Cheng Yen, Food, Drinks and Allied Workers’ Union (FDAWU), Deputy General Secretary (2000 - 2012)
5.	Brother Ong Kung Yong, Food, Drinks and Allied Workers’ Union (FDAWU), SVP (2000 - 2012)
6.	Brother Freddy Lim Kah Chin, Singapore Urban Redevelopment Authority Workers’ Union (SURAWU), President (1993 - 2013)
7.	Brother Lam Yuen Shin, Singapore Port Workers’ Union (SPWU), President (2005 - 2013)
8.	Brother Wong Weng Ong, Shipbuilding and Marine Engineering Employees’ Union (SMEEU), President (1996 - 2013)
9.	Brother Koh Kiang Chay, former President, Singapore Government Shorthand Writers’ Association (merged with Amalgamated Union of Public Employees (AUPE))
10.	Brother Fok Wing Sew, former General Secretary, Singapore Government Shorthand Writers’ Association (merged with Amalgamated Union of Public Employees (AUPE))



Flow On leaders in celebratory moments with their unions.

ODC 2013 SPECIAL

# *The Journey Towards LM 2015*

The aspirations that made waves among delegates who attended the NTUC National Delegates' Conference 2011 in December that year were angled on issues that made up the pulse of the Labour Movement - Better Jobs For All, Labour Movement For All and Tripartism For All.

Ideas, voices and heartfelt emotions delivered by union leaders centred on achieving better jobs, building up stronger tripartism ties and boosting membership figures over the next four years.

NTUC This Week recaps the half-time stock take in this journey with stories that have unfolded in this momentum through the Labour Movement's championing of these concepts – The Progressive Wage Model (PWM), Easier Smarter Safer (ESS) practices, Value Every Worker (VEW) ideal, CBF (Cheaper Better Faster) drive, changes to the Employment Act, an inclusive membership and leadership renewal.

And the countdown to NTUC's Ordinary Delegates' Conference begins....



## ODC 2013 SPECIAL

# Going With The 3-Flow

Since its official introduction on 28 October 2010 by NTUC Secretary-General Lim Swee Say, the Labour Movement's set of best practices for leadership renewal and succession – the 3-Flow Model – has been adopted not just by unions, but by NTUC. Nine Central Committee members stepped aside to make way for new blood at the National Delegates' Conference 2011 and NTUC started a NTUC50 Development Fund to support 3-F and the 3-Gen membership strategy, showing just how committed the Labour Movement is to ensure a steady and strong pipeline of leaders that will stand up for a new generation of workers.

## NTUC President Leads By Example

At the UNITE Leadership Summit 2010 on 28 October 2010, NTUC President John De Payva announced that he will not seek re-election at the National Delegates' Conference 2011. The move clearly signalled the commitment of the Labour Movement leadership to leadership renewal and succession.

“As President and Secretary-General of the largest union in the Labour Movement, this is a demonstration of my firm commitment to support leadership development and renewal for the long-term interest and success of our Labour Movement. I call on all union leaders at all levels of the Labour Movement to embrace leadership development and renewal.”

NTUC President and The Singapore Manual & Mercantile Workers' Union Secretary-General John De Payva



Mr John De Payva (right) attending his last May Day Rally in 2011 as NTUC President. With him is Prime Minister Lee Hsien Loong.

## First To Flow On

The UNITE Leadership Summit 2010 also served as the launchpad for the inaugural UNITE Leadership Tributes which honoured 12 union leaders from the top three union positions who have flowed on smoothly since National Delegates' Conference 2007 and paved the way for a succession of new leaders.



The 12 Flow On leaders honoured at the inaugural UNITE Leadership Tributes for making way for new blood.

## Flowing On With New Fellows

Launched by the Ong Teng Cheong Labour Leadership Institute (OTC Institute) at its Graduation Ceremony 2010 on 20 November 2010, the OTC Institute Fellowship Scheme recognises outstanding retired union leaders who still have a lot to contribute to the Labour Movement. It will allow them to Flow On and coach and guide the next generation of leaders to Flow In by sharing their experiences, chairing dialogues, mentoring younger leaders and supporting OTC Institute and NTUC's leadership development efforts.

“With this Fellowship, even those who have retired can bring back some of the institutional memories and experiences to the new people. There are a lot of things in the past that we do not want to occur again. There are two ways of learning – either you go through it yourself or you learn from other people's experience. So, this Fellowship helps them to learn from the experience of others.”



Thomas Thomas, OTC Institute Fellow



## BORA Gives Special Recognition To 3-Flow Efforts

This year's Branch Officials Recognition Awards (BORA) by the Ong Teng Cheong Labour Leadership Institute paid tribute to branch officials who supported NTUC's 3-Flow leadership model, particularly those who have Flowed On and stepped aside for younger leaders.

“Our wish is that we can continue to grow the membership. In order to grow the membership, we want to ensure that our leaders can serve them more effectively. So to serve them more effectively, you have to bring more people onboard because of this multiplier effect. The more leaders we have, hopefully, and we believe, they will be able to impact more and bring more members onboard.”

NTUC Assistant Secretary-General Cham Hui Fong



BORA 2011 winners with NTUC Secretary-General Lim Swee Say (second row, in orange shirt) and NTUC President John De Payva (second row in white shirt and black pants).

## Flowing In Towards An Inclusive Leadership

NTUC revealed its new Central Committee (CC) for the term 2011 to 2015 at its National Delegates' Conference on 9 December 2011, with ten new members from various sectors and unions joining the fold. And it was with much joy for NTUC Secretary-General Lim Swee Say as he revealed the new slate of office holders which reflects an inclusive leadership that will continue to lead the Labour Movement ahead in its 2015 vision.

“As long as the Labour Movement is concerned, our leadership has to be an inclusive one. In the last 50 years, we have always ensured that the labour leadership is an inclusive one at all levels... so inclusiveness of the labour leadership is something very much ingrained in the culture of the values of the Labour Movement.”

NTUC Secretary-General Lim Swee Say



## ODC 2013 SPECIAL

### Thank You To Flow On Leaders

It was a special night on 30 January 2012 as the Labour Movement paid tribute to nine NTUC Central Committee members who stepped down and enabled ten new members to Flow In. To the pleasant surprise of many, the night was made extra special with the presence of Singapore's first Prime Minister Lee Kuan Yew.



From left: Nakalingam Silva, Rajendran Govindarajoo, Ameer Hamzah, Tan Chai Kun, Cyrille Tan, Lim Swee Say, John De Payva, Lee Kuan Yew, Diana Chia, Teo Yock Ngee, Thomas Tay and Fang Chin Poh.

**“**You have passed the baton to the new Central Committee members and it is up to us now to be the flag bearers for the Labour Movement. I believe as long as we have the integrity and the heart for workers, that is the most important element. With the leadership of Secretary-General Lim Swee Say, we will forge further ties and we will surely bring the unions and the Labour Movement to higher ground.”

NTUC President Diana Chia

### Ensuring A Healthy Flowing Pipeline

The Industrial Workers Education and Training Fund (IWETF) Leaders gathering on 5 October 2012 focused on leadership succession planning and implementation of the 3-Flow (Flow In, Flow Up, Flow On) framework. Several of the member industrial unions made presentations which showcased their successful 3-F efforts.



From left: NTUC Assistant Secretary-General Cham Hui Fong, NTUC Secretary-General Lim Swee Say, NTUC President Diana Chia, NTUC Deputy Secretary-General Heng Chee How and NTUC Deputy Secretary-General Ong Ye Kung.

**“**From time to time, we have to make major changes otherwise the Labour Movement one day will die. None of us want to see the Labour Movement become weaker. For example, the 3-F is one of the most significant changes we made in recent years. It was a very tough decision, but thanks to all of you as the early adopters and champions of 3-F, 3-F today is more or less accepted across the board.”

NTUC Secretary-General Lim Swee Say



Brother Ong See Ham



Brother Alex Sim



Brother Logarajah JK Sabapathy



Brother Richard Kang Swee Tat



Brother Tan Kay Tiow



Brother Goh Chiew Yong



Brother Abdul Rahim Farid

### Dedication Is Ethos Of Labour Movement

At the UNITE Leadership Summit held on 23 November 2012, a tribute was paid to seven union leaders who selflessly stepped aside and Flowed On to groom a younger generation of leaders. It was highlighted that more than half of NTUC's affiliated unions embraced the framework for leadership induction, development and renewal. NTUC Deputy Secretary-General Heng Chee How highlighted that the induction of new and younger leaders to refresh leadership ranks had improved, with an overall renewal rate of 20 per cent, including the Top 3 levels, while the pool of leaders below the age of 45 had increased by 10 per cent. He also pointed out that the pool of women leaders had increased by five per cent between 2011 and September 2012.

**“**We are fortunate to have within our fold such leaders of principle and purpose who knew instinctively what were the right things to do, and did them.”

NTUC Deputy Secretary-General Heng Chee How



# The Sparks For Greater Union Membership

Members are the lifeblood of the Labour Movement. In similar spirit has been the momentum to recruit more members into its fold. Many new strategies and programmes have been unveiled to spur the working population of Singapore to become part of the Labour Movement family - centred on bringing on an All CAN (All Collars, All Ages and All Nationalities) and 3-Gen membership.

## Engaging Members Through Facebook

NTUC Membership's Facebook Fan Page ([www.facebook.com/UMembers](http://www.facebook.com/UMembers)) serves as a platform to build the Labour Movement's relationship with the fast growing online community.

“Over a period of time, we see social networking sites such as Facebook as a key tool for us to build a strong and meaningful relationship with our members. We aim to build a strong community of 50,000 NTUC Facebook fans in 2011 so we have a cyber-community that is related to the Labour Movement.”

Vivek Kumar, NTUC Competency Director (Membership)



## 650,000 Membership Target Hit Six Months Earlier

NTUC attained its LM2011 vision of having 650,000 3-Gen members ahead of the end 2011 target set in 2007. This was revealed by NTUC Competency Director (Membership) Vivek Kumar at the U Summit Membership Awards Night on 14 September 2011.

“Last year, we hit the 600,000 3-Gen membership mark, and this year, the vision was to hit 650,000 members by the end of 2011 but we have already hit that in June 2011, six months ahead of target.”

Vivek Kumar, NTUC Competency Director (Membership)



## Next Step: One Million Members By 2015

The Labour Movement is confident of achieving its next membership target of one million members by 2015. With the All Collars, All Ages, All Nationalities (All CAN) and 3-Gen strategies built into its DNA, NTUC will also be employing the LOVE strategy next.

“L stands for Lifelong membership to ensure that we can reward loyalty. There is work going on there and by 2012, we should be in a position to launch programmes. Outreach is getting new members into the Labour Movement; Value is about creating value for work, live and play needs. Finally, Engagement and representation, including for PMEs because that is what they need.”

Vivek Kumar, NTUC Competency Director (Membership)

## On The Road To Rope In More Members

Nine groups, comprising 120 participants including unionists, staff and key management within the Labour Movement discussed and debated about this actively during the four-day Membership Sector Seminar in November 2011, themed: '850K by 2013: Engaged, Caring and Growing U Membership'. Among other hot topics, one of the issues aired was on breakthrough in outreach to PMEs (Professionals, Managers and Executives).

## ODC 2013 SPECIAL



### Targets Are Just The Beginning

Union leaders gathered to brainstorm on paths ahead at the Membership Sector Seminar held from 17 to 20 November 2011.

With the targets set at bringing in 850,000 members by 2013, they discussed ideas such as positive discrimination for union members and vision of leaders in their respective unions.



### New Membership Campaign Highlights LM's Workplace Representation Role

To celebrate 51 years of the Labour Movement, NTUC's Membership Department (MED) launched an impactful campaign to rightfully position Union Membership in the minds of the public. Known as 'Discover the Power of U', the campaign launched on 2 May 2012 features union leaders and union members who epitomise the special bond between the Labour Movement and its members.

### Labour Movement Hits 700,000 Mark!

It's time to celebrate! The Labour Movement has attained its membership milestone of 700,000 members for 2012! This was announced at U Summit 2012 on 29 August 2012. At a media briefing earlier in the day, NTUC Membership Director Vivek Kumar attributed the success to three key measures: Extending the Labour Movement's outreach to PMEs (Professionals, Managers and Executives); building a lifelong relationship with its members through various communities; and devising new ways to create value for members.





## NTUC Membership And SIM Offer More Benefits To PME

The Labour Movement resolved to extend its outreach to include PMEs (Professionals, Managers and Executives) at the Extraordinary Delegates' Conference in October 2011. This gave rise to new partnerships and collaborations such as the new partnership agreement inked on 4 June 2012 between NTUC Membership (MED) and the Singapore Institute of Management (SIM). This will allow members from NTUC and SIM being able to benefit from more training programmes through the privileges offered to PMEs for upgrading. The agreement will also allow over 1,000 SIM Ordinary members to enjoy dual membership at SIM and MED and the privileges under the U Associate Programme.



NTUC Membership (MED) and the Singapore Institute of Management (SIM) reach out and serve more PMEs (Professionals, Managers and Executives) in upgrading through its U Associate Programme.

**“**We shall soon have a Clubhouse for our PME U Members to party, hub and interact. I believe it would contribute to the Labour Movement's successful outreach to the PME community as resolved by our union leaders at the Extraordinary Delegates' Conference held in October 2011. Our members shall be treated as privileged customers at this PME Clubhouse.”

Vivek Kumar, NTUC Competency Director (Membership)

## PMEs Get Inspired Through New Learning Platform By NTUC Membership

There were messages that served to inspire, motivate and equip as over 1,000 PMEs (Professionals, Managers and Executives) gathered at the inaugural Future Leaders Summit held over two days from 15 to 16 June 2013 at the NTUC Centre. Themed 'Inspiring the CEO in U', it is the first multi-sector learning platform by NTUC and was organised in response to a poll of over 1,500 PMEs, which found a majority of those surveyed seek reliable and expert advice on climbing the career ladder and valuing soft skills.

**“**PMEs would certainly also face challenges at work – looking for work as well as how can they make good in their respective careers. It is for this reason that the Labour Movement is focusing on this fast growing segment of the workforce.”

NTUC Deputy Secretary-General Heng Chee How



The audience participating in an activity.

## Standing Together Side By Side

770,000 and counting. That was the membership figure revealed by the Labour Movement on 23 August 2013 at NTUC's U Summit. The annual NTUC Membership awards ceremony was held to recognise and reward the unions, communities and key partners for their unwavering support and efforts in recruiting and retaining union members. 39 awards were given out that evening.



From page

## 1 SLF Commits To Do More For The Labour Movement

This was shared by SLF Chairman Gan Kim Yong at its Annual General Meeting 2013 on 27 September at Orchid Country Club. For the Financial Year of 2012 to 2013, highlights of SLF's support included:

- enabling OTCi to provide over 4,100 training places and 4,400 engagement places for union leaders;
- contributing \$5.2 million to the U Care Fund to help less privileged union members and workers; and
- supporting NTUC e2i (Employment and Employability Institute)'s 3P initiatives (Placement, Professional Development and Productivity Improvement) to benefit 64,400 workers.

Elaborating on e2i, Mr Gan, who is also Minister for Health, pointed out that the new Devan Nair Institute for Employment and Employability will enable e2i "to reach out to and help more workers achieve better jobs and better lives".

SLF also stepped up its support for working families in the area of providing leisure facilities. Mr Gan revealed that SLF managed to secure financing as well as a 30-year land lease of the Costa Sands (Downtown East) site to enable NTUC Club to embark on



SLF Chairman Gan Kim Yong (second from right) greeting guests at the post-AGM dinner.

its five-year Master Plan to refresh Downtown East to meet the evolving social needs of union members and the public.

SLF strengthened its support for the NTUC Social Enterprises (SEs) as it partnered NTUC and the unions to set up NTUC Enterprise Co-operative Limited on 13 July 2012. NTUC Enterprise is a new holding co-operative of the LM for the purpose of expanding the social impact of the SEs and serving more working families.

Mr Gan said: "With the formation of NTUC Enterprise, it provides a platform for many of our Social Enterprises to come together, to exchange views, to share our experiences, and to find new ways forward. SLF has participated in this NTUC Social Enterprise movement

from the beginning, and with NTUC Enterprise we have reaffirmed our commitment to do more."

Furthermore, SLF has contributed \$18 million to the Social Enterprise Development Fund to support SEs' initiatives in productivity, innovation improvement and capability enhancement from 2012 to 2015.

Mr Gan revealed that SLF has been able to ramp up support for the LM due to its "steady financial performance". In the past year, it posted a net surplus of \$56 million on the back of stronger investment returns of \$43 million and higher contributions from the NTUC Social Enterprises amounting to \$57 million. He said: "SLF's capacity to generate financial resources has enabled us to continue to step up

funding for core Labour Movement programmes and building of the Social Enterprises."

Following the sharpening of its focus to support the LM and re-organisation to strengthen its management, Mr Gan said that SLF will focus on three key areas: "Firstly, financial portfolio management. SLF's portfolio investment is long term and international in nature. Therefore, it is always subject to market risks within our tolerance. This includes the Angsana Fund, and it is a key driver of SLF's Do Well initiative.

"Secondly, Social Enterprise portfolio. SLF's Social Enterprise portfolio aims primarily at creating social impact on a financially sustainable basis for the long term. We execute this through our partnership with NTUC and the unions in NTUC Enterprise, as well as the leisure facilities. Thirdly, partnership with the Labour Movement to achieve SLF's mission to support the development of a constructive and effective Labour Movement to support the economy."

Mr Gan also thanked Mr Lim Kuang Beng and Mr Oscar Oliveira who have stepped down from the Board of Pasir Ris Resort Pte Ltd, as well as Mr Cyrille Tan who has retired from the Board of SLF Properties Pte Ltd.

## MOM Supports Tripartite Workgroup's Recommendations On IR Act

In response to Labour Member of Parliament Patrick Tay's request in Parliament on 21 October 2013 for an update on the review of the Industrial Relations Act with the tripartite partners, Acting Minister for Manpower Tan Chuan-Jin replied:

"A Tripartite Workgroup was formed earlier this year to review the Industrial Relations Act (IR Act), specifically to see how managers and executives can be better represented by trade unions. Managers and executives now form more than 30 per cent of the workforce and their proportion is expected to increase further in the coming years.

"The Tripartite Workgroup has submitted its recommendations to the Ministry Manpower (MOM) after consultations with employer groups and union leaders. MOM supports the recommendations of the

Workgroup and intends to make the necessary legislative changes to effect them. Allow me to now give an outline of the proposed key changes.

"The Workgroup recommends building on the 2002 amendment to the IR Act to allow rank-and-file unions to represent managers and executives for collective representation. In 2002, limited representation was introduced in the IR Act, to allow rank-and-file unions to represent managers and executives on certain industrial matters on an individual basis.

"Senior management and certain categories of management will continue to be excluded from collective representation so that management effectiveness is not eroded. Matters such as promotion, transfer, employment, termination, dismissal and assignment of duties for employees will continue

to remain the prerogative of employers and not form part of collective representation.

"The Government has noted the concerns from employers that managers and executives are a more heterogeneous group with different needs. Their nature of work and reward systems have also evolved to be relatively individualised. Unions also recognise these trends and will continue to reach out to better understand and serve the needs of managers and executives.

"Today, managers and executives can join rank-and-file unions for limited representation. However, some have asked if an additional option could be created for them to join a rank-and-file union for collective representation, if they wish.

"The proposed change will enrich the landscape and give

more options to managers and executives to work with unions and their employers on modalities and arrangements that will better suit their specific needs. The effective implementation of these changes will serve the long-term interests of business, employees and unions in Singapore, as well as strengthen the tripartite partnership.

"MOM will also be conducting a public consultation exercise to solicit wider public feedback on the proposed amendments to the IR Act. The Tripartite Workgroup will concurrently work out a set of guidelines to guide implementation on the ground so that the new amendments can be implemented smoothly. I would like to thank the Tripartite Workgroup for its work. My Ministry plans to introduce the Industrial Relations (Amendment) Bill in Parliament next year after the public consultations."

# OPEC Cluster Fund Upgrades Local Talents

By Nicholas Lee

Following the launch of the \$13 million Oil, Petrochemical, Energy & Chemical (OPEC) funding for training and skills upgrading by the NTUC OPEC Cluster in November 2012, industry players such as Singapore Power Group (SP) and Linde Gas Singapore Pte Ltd have leveraged on the funding to grow the Singaporean Core within the OPEC sector.

The funding was made possible by NTUC's Employment and Employability Institute (e2i) and the Singapore Workforce Development Agency (WDA). In order to help attract locals to join the sector, e2i and WDA have worked with the cluster and the industry on Workforce Skills Qualifications (WSQ) training programmes and traineeships.

SP was cited in November as a prime example of a company which has spearheaded efforts in concert with the Labour Movement. As a unionised company under the Union of Power and Gas Employees (UPAGE), SP invests in the training and upgrading of workers to help them develop their potential and advance to higher responsibilities.



Ms Regina Tan, who joined the company after graduating with a Degree in Mechanical Engineering, shared that she joined the industry to gain more experience and also as a response to the challenge of providing reliable and efficient power to customers. She said: "Under e2i's Place and Train initiative, we had the chance to attend structured training comprising several WSQ programmes and on-the-job training.

"This allowed us to be well equipped with functional skills and also gain a good overview of the company's operations before the start of the job." She added: "The programme has aided the understanding of my current job scope. The veteran engineers and technical workers were helpful and imparted their valuable knowledge and experience to us."

Another worker who went through the Place and Train initiative was Mr Vinokumar Naidu. At 30 years of age, he made a mid-career switch from being an Operations Executive to his current position as a Technical Officer. He shared that the Place and Train initiative has helped him to better understand his roles and responsibilities.

Said Mr Vinokumar: "I have developed the necessary technical skills and knowledge required in the operation and maintenance of the gas transmission pipeline system and its associated equipment, allowing me to perform my work competently."

Head of Human Resource Lim Chor Hoon said: "In partnership with UPAGE and e2i, SP is committed to empowering its people to

realise their potential through various learning and development initiatives. This will allow new hires to better adapt to the organisation and its operations, resulting in improved productivity."

Another company which has tapped on the funding is Linde Gas Singapore Pte Ltd. General Manager Chow Kok Ming said: "Linde Gas is pleased to collaborate with e2i and the union to develop training solutions to attract local talents into the Petrochemical industry." He noted that the structured training programme will provide local talents with promising career advancement.

NTUC's OPEC Cluster Chairman K Karthikeyan said that the cluster is committed to work with the companies and tripartite partners to continue to uphold the Singaporean Core workforce. "It is heartening to see Singapore Power and Linde Gas, with the support of UPAGE, United Workers of Petroleum Industry (UWPI) and e2i, have both tapped on the \$13 million training fund to create a more structured career progression pathway so as to attract and upgrade their local workforce," said Mr Karthikeyan.

## Landscaping Work Made ESS

By Nicholas Lee

Locals who shy away from manual landscape work will soon have more reasons to join the landscaping industry. A media event was held on 2 October 2013 to introduce three new machines to make jobs in the landscaping industry Easier, Smarter and Safer (ESS). NTUC's e2i (Employment and Employability Institute) along with The Singapore Manual & Mercantile Workers' Union (SMMWU) partnered Ho Eng Huat Construction Pte Ltd and Jebson & Jessen Technology to introduce the three new machines into the landscape industry.

Before the implementation of the new equipment, landscaping work was very time-consuming and labour-intensive. Using traditional manual grass cutting pruners, the job of cutting grass was formerly laborious due to the large size of landscape work sites. Workers also face certain risks in trying to reach areas which are difficult to prune.

One of the three machines that were introduced under the IGP was the Robocut. The remote-controlled grass cutting machine can be operated by an operator standing at a distance of up to 10 metres to operate the all-terrain machine. This greatly reduces the risks involved and allows the operator to work from a safe distance. The machine is also able to cover an area five times larger than a manual grass cutting pruner. With that, the company will now only need to deploy two workers instead of five to a work site.

Another machine introduced under the IGP was the Avant Loader. The multi-purpose equipment allows 50 attachments to be easily attached in order for it to do different tasks. Previously, the daily landscaping and ground care application tasks were carried out manually, such as the digging of soil with a shovel and the transportation of soil and rubbish by workers carrying bags with limited capacity. The compact design and hydraulic power of the



of all, we are always interested to find ways in which to make jobs easier and smarter. After the jobs are upgraded, the jobs pay better," said Mr Tan. He also encouraged companies to tap on the IGP funding to make jobs easier, smarter and safer.

Introducing new and innovative machines would definitely benefit and attract workers. Ho Eng Huat Construction

Pte Ltd Managing Director Neo Say Hwee said: "With the new equipment, I can minimise my reliance on foreign manpower and attract and retain local employees to my company."

SMMWU Deputy Secretary-General Surash Mukundan shared: "Often we hear contractors saying that we don't have enough workers. If these contractors don't move, how then do we attract local workers? So we partnered with the company and e2i to source for new machines to make the job easier and attractive to attract locals to work in the industry."

To catch the Robocut, Avant Loader and Stump Grinder in action, please visit <http://bit.ly/essHoEngHuatConstruction>.

Advant Loader makes it a stronger yet lightweight option. This allows a worker to multi-task and do cleaning, excavation work and tree pruning work.

The last of the three machines to be introduced was the Stump Grinder. Previously, workers would remove stumps using a chain saw which was dangerous to operate. But the titanium-head walk-behind grinder now allows the worker to operate from a safe distance to reduce a stump to saw dust within a shorter amount of time. This resulted in a man-hours saving of 70 per cent.

e2i Chief Executive Officer Gilbert Tan shared that e2i's bottom line is to see workers get better jobs and better pay. "First



*A Labour Movement That Cares*

## Selling Donuts For 'Fund'

By Nicolette Yeo

What does entering the Singapore Book of Records for the Largest Display of Donuts have to do with the NTUC-U Care Fund? Well, the donuts were put on sale at AMK Hub and all the proceeds went to the Fund to help uplift the lives of low-income union members and their families, underprivileged children and needy elderly.

This record breaking-cum-charity event took place on 28 September 2013 in conjunction with AMK Hub's sixth anniversary celebrations. Every year, the mall holds a charity event to mark its anniversary. This year, it chose the NTUC-U Care Fund as its adopted charity, thus marking a milestone for the Fund as it is the first time it has partnered an external entity to raise funds for its cause.

Said NTUC Care & Share Director Zainal Sapari: "The NTUC-U Care Fund aims to help improve lives of families of low-income union members, support needy children and care for the elderly. It is commendable that AMK Hub, in the midst of their sixth anniversary celebrations, is also doing a part for charity. We are very happy that AMK Hub has chosen NTUC-U Care Fund as the charity to support."

A whopping 6,000 colourful, freshly



(From left) Mr Seng Han Thong, Member of Parliament for Ang Mo Kio GRC; Mr Sng Kim Choon, Group GM, Mercatus Co-operative Limited; and Mr Peter Yu, Managing Director, Golden Donuts Pte Ltd

baked donuts sponsored by Dunkin Donuts, which has a presence in the mall, were used to construct the 2.3 metre high, 2.5 metre wide display. Shoppers were encouraged to do their part for charity by purchasing the donuts that made up the display for \$2 a donut or \$10 for a box of six. Alternatively, they could also donate any amount they wanted direct to the NTUC-U Care Fund at the sales booth.

NTUC Care and Share Committee volunteers

together with Care and Share Department staff worked tirelessly the entire day and managed to raise \$7,566.75 for the NTUC-U Care Fund. Officiating the event was Member of Parliament for Ang Mo Kio Group Representation Constituency Seng Han Thong together with Mercatus Co-operative Limited Group General Manager Sng Kim Choon and Golden Donuts Pte Ltd (Dunkin Donuts) Managing Director Peter Yu.

## SISEU Treats Elderly To A Party

The Singapore Industrial and Services Employees' Union's (SISEU) Care and Share Department and Young SISEU Committee jointly organised a block party for some 80 elderly residents of NTUC Eldercare's Whampoa SilverACE centre on 28 September 2013. Volunteers mingled with the elderly guests as they arrived and got them all 'warmed up' for the event's activities.

After having a ball of a time playing a variety of games including Guess The Song and Pass The Parcel, they were treated to a lovely performance by U-Live Music Maker, a kind sponsorship by NTUC's U Live community. Thereafter, they enjoyed a sumptuous lunch and were kindly helped by the volunteers who distributed and served them food as well as goodie bags. The event was made possible with funding by the NTUC Care and Share Department.



# AREU Rolls Out Family Chapter

By Goh Xueting

Industrial Relations Officer, NTUC Administration and Research Unit

On 28 September 2013, Attractions, Resorts and Entertainment Union (AREU) celebrated two joyous occasions at Downtown East. In the morning, AREU presented Scholarship and Education Grant Awards to members' children for doing well in school.

During the ceremony, Guest-of-Honour NTUC Assistant Secretary-General and AREU Executive Secretary Cham Hui Fong congratulated the students and shared on the union's efforts in trying to raise more funds to help members and their children via an upcoming golf fundraising event.

Following the ceremony, the AREU Family Chapter was officially launched. Sister Evelyn Goh, Chairman of the AREU Women Committee, shared that AREU Family Chapter will focus on advocating pro-family practices in the workplace and also organise family bonding activities for women



Union members and their families will benefit from the new chapter exclusively launched for them.

members and their families.

At the ceremony, members and their children spent some time writing down their personal commitment to their families. It was heartwarming to see many expressing their love and thanks to their families and parents, and some

committed to have more dinners together.

After the launch, some members and their families learnt to build a garden in a bottle and went home with a family-terrarium, others had a tiring but enjoyable day swimming and playing in the

waters of the newly renovated Wild Wild Wet.

After the event, Maung Thein Min from Resorts World at Sentosa Pte Ltd, commented on AREU's Facebook Page: "Thank you AREU for offering my children such great opportunities."

## Unionist's Effective Counselling Goes Long Way

"Come talk to us!" is what unionist G. Haridass says to union members who face workplace issues or feel stuck in a rut. "We try our very best to help members in every possible way. It can be shedding light on a complex workplace situation or mitigating for a member who has made a mistake" added the Vice-President of the Amalgamated Union of Statutory Board Employees or AUSBE in short.

To illustrate his point, Mr Haridass shared the case of John (name changed to protect his identity) who found and kept a mobile phone at work that belonged to a Director. Initially, John denied that he had the phone but confessed when confronted with CCTV footage. Such action was serious enough to warrant severe disciplinary action including suspension from duty or dismissal.

During the inquiry period, Mr Haridass, who spent much time with John, said: "Spending quality time counselling John made him realise



Mr Haridass in a counselling session.

his mistake and appreciate both management and AUSBE's values and code of conduct."

Mr Haridass urged the management to consider John's past clean record and his financial situation - he was the family's sole

breadwinner and was receiving financial aid from the union.

After due consideration and consultation with the union, the management gave John a strong verbal warning instead of severe disciplinary action. Given another chance, John was grateful to the union and promised never to repeat the mistake.

Does counselling really help? Mr Haridass replies with conviction: "Certainly! For some people, seeking help can be embarrassing and a sign of failure. But such a perspective keeps people stuck in painful circumstances much longer than necessary.

"Many grievances are resolved quicker and more amicably after counselling, and counselling members has become part and parcel of many union leaders' lives!"

Indeed, we can imagine the smile on Mr Haridass' face expressing satisfaction each time he successfully helps another member and closes a case!

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# 名胜度假村及娱乐业雇联 成立家庭分会

2013年9月28日，名胜度假村及娱乐业雇员联合会在Downtown East欢庆成立家庭分会，并颁发奖学金及教育奖励金给在校表现优异的会员子女。

该工会妇女委员会主席Evelyn Goh表示，名胜度假村及娱乐业雇联的家庭分会将着重于提倡在工作场所落实亲家庭措施，并为妇女会员及其家人组织各项促进家庭和和睦融洽的活动。

在欢庆成立家庭分会的活动中，会员及其子女也借此机会写下他们个人对家人的承诺，以及向挚爱家人和父母表达感谢，场面温馨感人。其中的承诺还包括愿意更常与家人共进晚餐等。

接着，有些会员家庭选择学习在瓶子里建造一个花园并将它带回家；另一些家庭则在新装修Wild Wild Wet水上乐园享受游泳和水上活动的乐趣。

在圣淘沙名胜世界工作的Maung Thein Min于活动结束后在面簿上表示：“感谢工会为我的孩子提供这次难得的机会。”

与会嘉宾职总助理秘书长及名胜度假村及娱乐业雇联执行秘书詹惠凤也在上午的活动中，颁发奖学金及教育奖励金给在校表现优异的会员子女。她在恭喜获奖学生之余，也告诉会员工会一直积极筹募更多款项，例如通过即将举行的高尔夫筹款活动等，帮助更多会员及其子女。



名胜度假村及娱乐业雇联会员及其家人在新装修的 Wild Wild Wet水上乐园享受天伦乐。

## 社区参与计划 浏览新加坡古迹

身处在繁忙的都市之中，人们经常忽略我国丰富的多元文化。为了让劳资政伙伴回溯我国的历史，人力部社区参与计划在2013年10月5日组织了古迹学习之旅，并由新加坡中华总商会主持这项活动。参加活动的伙伴包括职总、新加坡全国雇主联合会、新加坡商业联合会、中小企业协会及新加坡三个商会，包括新加坡中华总商会、新加坡印度商会和新加坡马来商会。

推行人力部社区参与计划旨在让同一工作场所中的各种族和宗教人士互相了解和联系，并且鼓励各领域人士提升技能和更新知识以因应紧急状况。参与这项学习之旅的63名人士所参观的古迹包括天福宫、马里安曼兴都庙、阿尔阿布拉回教堂和詹美回教堂等。

社区参与计划单位是根据新加坡古迹保存局的介绍，精选出各具历史特色的古迹。在参观的过程中，古迹

保存局除了介绍古迹的历史和建筑特色，也提到与古迹相关的故事、民间传说和历史背景。

这次活动的还包括人力部劳资关系署长王家安主持新书发布仪式。这本新书名为“Celebrating Our Unique Culture”（欢庆我们的独特文化），内容介绍简单却富有意义的团体联谊活动，让雇主及其人力资源部门借此组织各种族和宗教背景的同事相互交流。书中也介绍四大种族的民间传说、食物、传统服装和节日等，促进在同一机构工作的人士互相了解和尊重。

新加坡工业与服务雇员联合会会员扎福拉利表示：“在参观的过程中，我才发现自己其实并不了解回教信仰。作为新加坡人，我们有必要了解各种宗教和族群的文化，理解彼此的差异。如此，我们才能减少冲突，和谐生活。”



# 劳工基金 承诺为工运做更多贡献

在新加坡劳工基金的支持下，工运才得以继续为工友及工会会员做出更多贡献。过去四年来，劳工基金共捐出约3600万元协助工运扩大会员队伍，加强其包容性和活力，以便成为有效率和富有建设性的劳资政伙伴，并提高工运队伍处理工业关系的能力，从而更好地为工会服务。此外，劳工基金也支持工运透过王鼎昌工运领袖学院，建立强大的工会领导班子。

2013年9月27日，劳工基金主席兼卫生部长颜金勇于胡姬乡村俱乐部举办的劳工基金常年大会列出新加坡劳工基金对工运所作的贡献：

- ◆ 协助王鼎昌工运领袖学院提供4100个培训学额和4400个活动机会给工会领袖；
- ◆ 捐赠520万元给U关怀基金，帮助弱势群体；
- ◆ 支持职总就业与职能培训中心展开3P计划（安置、专业发展及提高生产力）造福6万4400名工友。

颜金勇进一步阐述职总就业与职能培训中心的相关计划时指出，新设立的职总就业与职能培训中心——蒂凡那学院将能“接触和帮助更多工友，协助他们找到好工作，生活过得更美好。”

劳工基金也深入援助劳工家庭，为他们提供休闲设施。颜金勇透露，劳工基金在财务上确保白沙乐怡度假村负担得起为时30年的土地租约，以便职总俱乐部在Downtown East展开为期5年的总体翻新计划，满足工会会员和公众的社交需求。

劳工基金也支援职总和工会在2012年7月13日成立职总创优企业合作社，强化了职总的社会企业。职总创优企业是工运新成立的控股合作社，旨在扩大社会企业的影响力和服务更多工作家庭。

颜金勇说：“职总创优企业的成立，为许多社会企业提供了一个平台，以便共同交流、分享经验，并开创新的道路。劳工基金从一开始便参与了职总社会企业运动，随着职总创优企业的成立，劳工基金更确定将为工运做出更多的贡献。”

从2012年至2015年间，劳工基金共捐赠了180万元给社会企业发展基金，推展各项用以提高社会企业的生产力、创新能力和整体能力的计划。

颜金勇透露，劳工基金之所以能加强对工运的支持力度，是因为其“财务表现稳健”。去年，劳工基金的盈余高达5600万元，其中4300万元来自可观的投资回报，5700万元是



颜金勇（右二）在劳工基金常年大会上表示，劳工基金将继续支持工运的各项计划，从而扩大对工友的服务。

职总创优企业的捐献。他说：“劳工基金的生财能力，使得我们能支援工运展开核心计划，以及支持社会企业的发展。”

颜金勇表示，劳工基金除了支持工运及其重组，接下来将聚焦于三大重点工作：

- 一、金融资产管理。劳工基金的投资组合具有长期化和国际化的属性。因此，承受得了市场风险。投资Angsana基金为劳工基金带来回报，也是保障劳工基金继续做好事的最大助力。
- 二、社会企业组合。劳工基金社会企

业组合的目标是在长期可持续的财务基础上创造社会影响力。实现目标的方法是与职总、工会、社会企业及休闲行业机构结为伙伴，发挥协同的力量。

- 三、与工运合作，造就工运成为高效率和具有建设性的队伍，以便支持我国经济，完成劳工基金的使命。

颜金勇也在活动中对卸下白沙度假村董事职务的林光明和奥利维罗，以及卸任的劳工基金产业董事会成员陈顺龙致以谢意。

## 带领低收入家庭儿童逛动物园

作为社会企业，职总优儿学府不仅帮助低收入家庭儿童有公平的起跑点，而且通过光明前景基金支持他们参加社交活动。这项活动获得职总关怀与分享署等主要捐助者的支持。

2013年9月7日，光明前景基金团队连同52名义工，带领222名儿童及其家人参观了新加坡动物园。参加者观赏了令人兴奋的动物表演后，就开始自由参观美妙的动物世界。这项活动是家庭与学校合作计划（Family And School Together）组织的一项活动，目标是通过趣味活动增进家长和孩子的感情。

“非常感谢义工、个人、学校，尤其是光明前景基金和职总的热心帮助。你们太棒了！”

— 淡滨尼第487C座职总幼乐园学生家长费兹



## 工会领袖创造自己的命运



在工运领袖之夜上，职总副秘书长王志豪指出工会领袖负责任和反应快速，创造了自己的“命运”。“命运”一词的含义是：F-面对事实 (Face the facts), A-适应 (Adapt), T-追踪进度 (Track progress), E-参与 (Engage)。

**工会领袖**对于新加坡的和平与进步扮演举足轻重的角色。2013年10月18日，全国职工总会副秘书长王志豪在王鼎昌工运领袖学院举办的工运领袖之夜中指出，这并非偶然，工会领袖的负责任和反应快速，创造了他们自己的“命运” (FATE)。

王志豪在活动中向职总会长谢秀慧、秘书长林瑞生及超过500名工运家庭的成员解释他所谓的“命运”一词的含义：F-面对事实 (Face the facts), A-适应 (Adapt), T-追踪进度 (Track progress), E-参与 (Engage)。参与指的是跟进劳资政伙伴、管理层、会员与不断改变的劳动队伍。

王志豪表示：“经济环境越来越复杂且变化快速，包括全球化、科技日新月异、期望升高、更多元化、跨文化和多代劳动队伍等，今日和明日面临的挑战将不逊于昨日的挑战。因此，我们更须要加倍努力创造更好的‘命运’，而要实现这一点的必备条件是必须拥有能干的领袖。”

有鉴于此，工运实施三接领袖框架，力求领袖更新的可持续性，并取得了正面的成果。王志豪表示，工会领导层的规模从2009年的5800名工会领袖增加至2013年的6200名。而2000年至2009年间的工会领袖人数也呈上扬趋势。他说：“自2011年全国代表大会以来，目前共有43个附属工会 (72%)，约88%的工会领导层承诺落实三接模式。职总50基金的支持令这个模式的推动取得极大进展。”

“共有32家工会 (78%) 的领导层申请了职总50基金的资助，以推动三接模式及展开其他的领袖发展计划。我们深受这项计划的进度所鼓舞，并将持续朝这个方向努力不懈。”

“不论是为低薪工友争取加薪、更有力地代表专经执人员、修订重新雇佣条款、进一步推动重新雇佣，以及改善妇女的工作条件、为本地求职者创造公平竞争的环境和争取合理待遇，工运从不缄默，声音响亮又清晰。”

— 职总副秘书长王志豪

不但如此，2013年与2009年相比较，55岁及以上的工会领袖下降了13%；而40岁以下的工会领袖则增加了6%。

展望未来，职总和王鼎昌工运领袖学院将组织更多工作坊和优良措施分享会，让附属工会之间认识彼此的需求和衡量标准。

此次活动中也举行电子书《Flowing From Strength To Strength》的推展仪式。王志豪对于能推出这本汇集了12位著名资深领袖宝贵经验的电子书感到欣慰。电子书下载网站 [www.otcinstiute.org.sg](http://www.otcinstiute.org.sg)。在活动中也放映了工会领袖工作内容的相关视频。如欲观看视频，请登录网站：<http://bit.ly/unitesummit2013>



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