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NTUC Ordinary Delegates' Conference 2013

`Not Normal' Makes Singapore Stand Out

Three-Prong Strategy To Stay That Way

By **Marcus Lin**

In this day and age, while few economies, especially those relatively advanced or past the middle-income level, can lay claim to giving its citizens low unemployment, jobs availability with improvement in incomes and quality of life, Singapore bucks the trend.

In Singapore's case, low unemployment is accompanied by significant real income growth the last five years for the average Singaporean household translating to about 18 per cent for the median household.

Speaking as Guest-of-Honour at the opening of NTUC's Ordinary Delegates' Conference on 29 October 2013 at Orchid Country Club, Deputy Prime Minister and Finance Minister Tharman Shanmugaratnam gave several examples of economies where the reverse is true and concluded:

"What we have achieved is not normal. It is not normal amongst countries that are in the same league as us, not at all normal. And it means, first of all, that we must be doing some things right.

"We can't be doing everything wrong because we would not be in this very unusual situation of having low unemployment and significant income growth unlike all these other economies."

DPM Tharman pointed to the harmonious relationship between businesses, labour and the Government: "That is one of the things at the core of what we are doing right. Sometimes, from year to year, we may not do so well but if we look at it over five years, 10 years, 15 years, we have been doing better than most countries.

"And it's hard to escape the conclusion that our way of working together - between the Labour Movement and business, between the Government and business and the labour unions - has had something to do with what we are achieving."

He also said: "NTUC is we know at the heart of what we are trying to achieve in Singapore to build an inclusive society, a Singapore that is better for all Singaporeans and workers are at the core of this. Workers are not just an essential part of the economy; they are at the core of Singapore society. So, everything to do with workers - wages, employment conditions, the workplace environment - everything to do with workers is at the core of what we are trying to do in building an inclusive society.

"And NTUC has been working tirelessly through the years with new initiatives, with employers, with Government, to push the boundaries and make sure that we achieve real progress not just in words but in reality - better jobs, better pay and especially for our low-income workers. So, I first want to give credit to NTUC not just for being part of our tripartite coalition, but for being at the leading edge of tripartism."

DPM Tharman showed other countries' data because "we are in the same world as the rest of them, and the reasons why they are under pressure will also apply to us. We will have to work even harder to avoid what has happened in these countries - to make sure that we continue to be a country with low unemployment and good income growth for the average citizen and family, and for our low-incom families."

Continued on page 2

Workers And Members Will Remain Priority

By **Joshua Joseph**

As the stage set for one of the significant events in the Labour Movement calendar, NTUC President Diana Chia welcomed participants and tripartite partners to the NTUC Ordinary Delegates' Conference on 29 October 2013 with a heartening message. She reaffirmed the Labour Movement's commitment towards strengthening the tripartite framework and assured that the interests of workers and members remain priority.

She said: "To our tripartite partners, we reaffirm that NTUC remains relentless to ensure that our tripartite framework continues to glow in strength. It is our most precious competitive advantage, one that we must preserve, foster and adapt so that we can continue to serve our members and workers amidst more volatile and uncertain times.

"We will do so by ensuring that our leadership pipeline is strong and our membership is large, growing and inclusive: from rank-and-file to PMEs, from low-wage workers to mature workers and contract workers. Serving and representing our workers' and members' interests will always be our first priority."

She urged tripartite partners to continue to join the Labour Movement in this endeavour. "Working together, we can Value Every Worker, Value Every Job, Value Every Member and strive to be `A Stronger Labour Movement For A Better Singapore'," President Chia said.

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`Not Normal' Makes Singapore Stand Out

Three-Prong

To maintain that edge, he identified three key strategies: Ensure that we are a thriving and competitive economy; achieve quality growth based on productivity improvements, and not just expanding the workforce; and ensure through our social policies that we build and stay an inclusive society.

For the first strategy, he stressed the importance of bringing in high quality new investments to create better jobs and taking advantage of new demands in Asia. "But we can't just sit and wait for the opportunities to come; we have to go out and seize them. Government working with businesses and unions, unions working with businesses to make sure we can take advantage of these opportunities."

For quality growth, "we must go for quality growth, based on productivity improvements and growth that all Singaporeans can benefit from, especially the average worker and low-income worker."

Singapore's smallness makes social policies and cohesion particularly important to achieve "a society where people feel they have a responsibility for each other, at the workplace, in the neighbourhood, and in the community generally."

Without doubt, the three strategies feed off each other as "a thriving economy and an inclusive society are really one and the same strategy at the end of the day," DPM Tharman explained. "If we don't stay competitive and don't seize new growth opportunities, then merely achieving productivity growth does not achieve our objectives because you can achieve productivity growth by shedding jobs and growing the ranks of the unemployed." Rather, "we want productivity growth, but we also want low unemployment. And for that, we must have a competitive and thriving economy."

He added: "It is also the case that if we want a cohesive and inclusive society, we must have a vibrant economy because without a vibrant economy we cannot create good jobs for the average citizen and for the low-income citizen. And all of us can remember what happened 10 years ago when we went through two recessions - it was low-income Singaporeans who suffered the most."

Productivity Catch-Up

As there is a lot of catching up to do to achieve desired productivity growth levels, DPM Tharman identified industries that have done well and also the laggards and said "we will be as aggressive as it takes" to help every firm and every worker to upgrade. More than that, "broad-ranging productivity improvement also requires innovation across whole sectors and, in some aspects, across a whole economy. We need systemic improvements in order to make breakthroughs in productivity."

To improve the lives of low-wage workers, he said "the core of our strategies to help them has to be about skills. We have to help every worker upgrade, with skills relevant to the job. And again, we will be as aggressive as it takes in supporting CET, Continuing Education and Training. We have had a good start. We are now developing many more training programmes that are relevant to the job, not just generic training but specific, relevant to the job."

For the more stubborn cases of some low-wage jobs stuck there for too long, "we are doing more to help workers in these jobs to raise their pay. The strategy which NTUC has led, the Progressive Wage Model (PWM), working closely with government and businesses is already producing results for cleaners, and is going to produce significant results in the years to come.

"We will make sure that this strategy works through a combination of regulation and, very importantly, by working in our tripartite way. We will make sure the PWM strategy works, and the pay and productivity of our cleaners and security guards will go up."

DPM Tharman said where older workers are concerned, it is not just a matter of wages as "we have to make sure that the workplace is designed to maximise the potential of the older worker to contribute" and that "it boils down ultimately not just to technologies and incentives, it is also a matter of culture. And we still have some way to go in Singapore, to value the older worker, treat them not just as additional manpower because the employer couldn't find anyone else but make sure we maximise their contribution. This is an area we still have to improve in Singapore."

For the middle-income group, he said: "We must have a thriving and competitive economy. That is the most important strategy - ensure that the economy is thriving so that good jobs are created and incomes can move up over time. This is the best thing we can do for the middle-income group. Second, keep taxes for the middle-income low." He pointed out that all in all, "the total tax burden on the middle-income group in Singapore is much lower than in most places in the world."

Responsibility And Respect

In ensuring that the employment market is a level playing field for Singaporeans, DPM Tharman explained that the tripartite Fair Consideration Framework is not meant to close up Singapore's labour market. He said: "We must remain an open labour market, because without people with deep skills and solid track records in every industry from everywhere in the world, we will weaken our economy and we will weaken the job prospects of Singaporeans," adding that "so let's stay open, but stay open with a Singapore core in every industry."

When all is said and done and all the schemes, incentives and subsidies have been rolled out, DPM Tharman said: "At the end of the day, it is about culture, a culture of responsibility and respect. We have to respect workers in every vocation. We have to respect our older workers.

"As individuals, we must take the responsibility to upgrade ourselves and see that not as a chore but as something that makes the job meaningful. And starting from young, we have to encourage respect of children of different abilities and strengths. That's important, because a spirit of fellowship starts from young.

"It's really that culture of responsibility and respect for each other that ultimately enables us to sustain a thriving economy and an inclusive society."

On Track To LM 2015

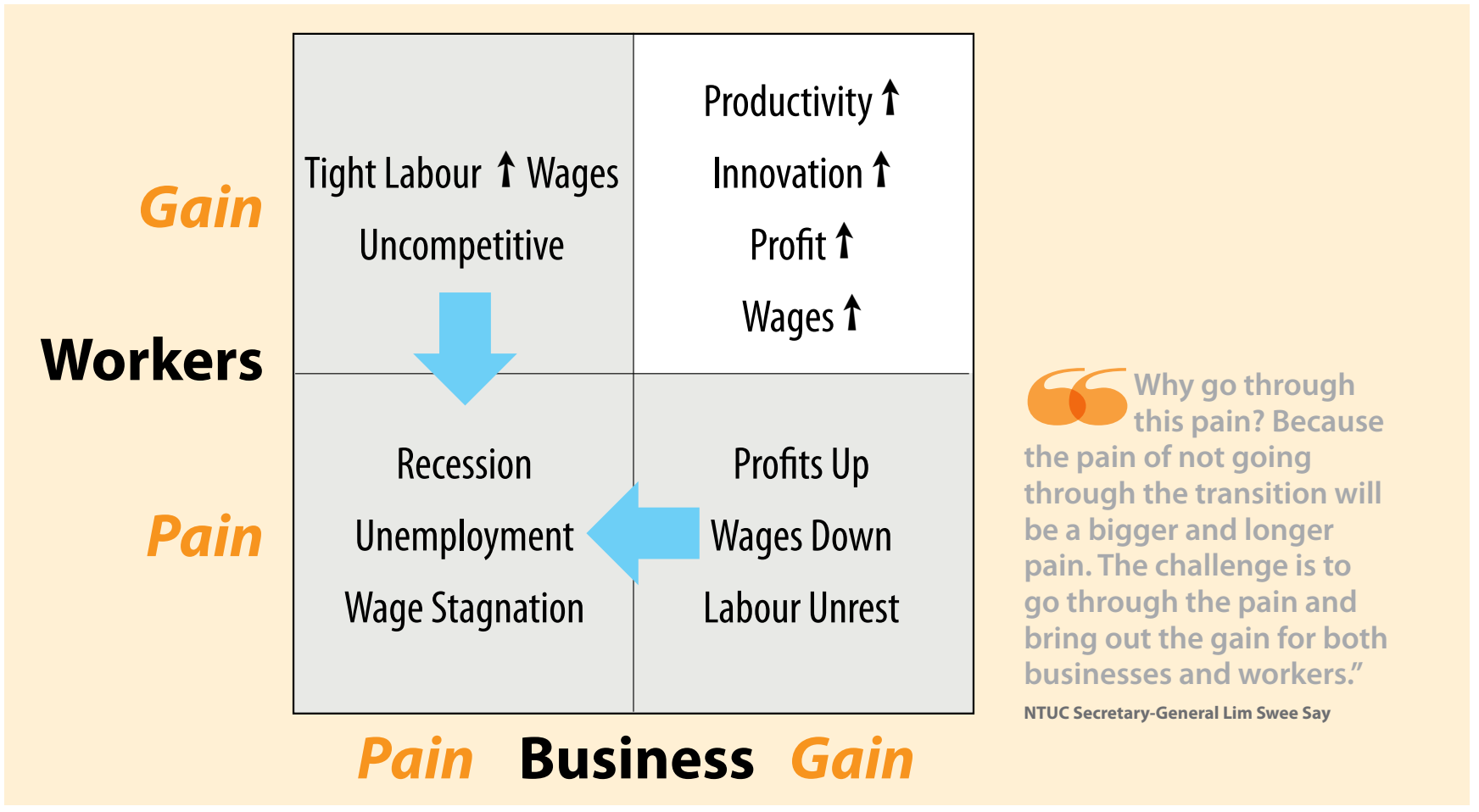
The Labour Movement is at a halfway mark in pursuit of its vision for Better Jobs For All, Labour Movement For All and Tripartism For All as set out at the National Delegates' Conference two years ago. Efforts in all areas are bearing fruit and will serve to propel it forward to meet its goals.

As part of SG's report presentation on the first day of the NTUC Ordinary Delegates' Conference 2013 on 29 October, he pointed out that as the momentum picks up towards LM 2015, the focus will be on achieving a breakthrough for Low-Wage Workers (LWW), PMEs (Professionals, Managers and Executives) and in the Progressive Wage Model (PWM).

He also revealed that union membership is on track to meet its 1 million members target and stressed the need for tripartism to go beyond the national level to tackle the challenges ahead.

On moving ahead, SG Lim said that in any economic transition there will be pain inevitably, but that ultimately the challenge lies in turning that pain into gain for businesses and workers.

Compiled by **Nicolette Yeo, Naseema Banu Maideen, Joshua Joseph and Nicholas Lee**



"Why go through this pain? Because the pain of not going through the transition will be a bigger and longer pain. The challenge is to go through the pain and bring out the gain for both businesses and workers."

NTUC Secretary-General Lim Swee Say

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Make 2014 A Year Of Breakthrough: SG Lim

SG Lim made it crystal clear that next year will be the year of the low-wage workers. And it will also certainly be a year for the Progressive Wage Model.

What Has Been Done

NTUC's e2i (Employment and Employability Institute), together with unions and other partners ploughed in efforts to better the lives of low-wage workers.

The impact on workers thus far:

- e2i has trained and upgraded over 133,000 workers
- WorkPro, Inclusive Growth Programme (IGP) and Best-Sourcing Initiative (BSI) have touched over 50,000 low-wage workers
- Career fairs and job placement has benefitted over 90,000 workers

What More Will Be Done

Moving towards LM2015, more will be done to help these workers.

Make Every Worker A Better Worker

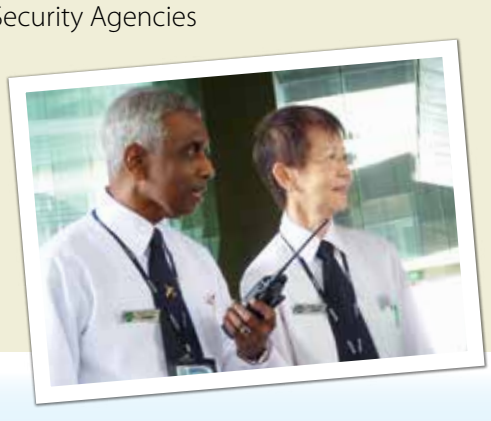
Make Every Job A Better Job

BETTER JOBS FOR ALL

Better Worker For Better Job, Better Job For Better Worker

Priority Sectors For 2014

- Landscaping – 20,000 workers
  Partnership with Landscape Industry Association (Singapore)
- Cleaning – 69,000 workers
  Partnership with Enviornmental Management Association Of Singapore
- Security – 35,000 workers
  Partnership with Security Association (Singapore) and Association of Certified Security Agencies



Sectors PWM Has Already Entered

- Healthcare
- Hospitality
- Marine engineering
- Pre-school education
- Transport
- Oil, Petroleum and Energy Cluster (OPEC)
- Retail and F&B

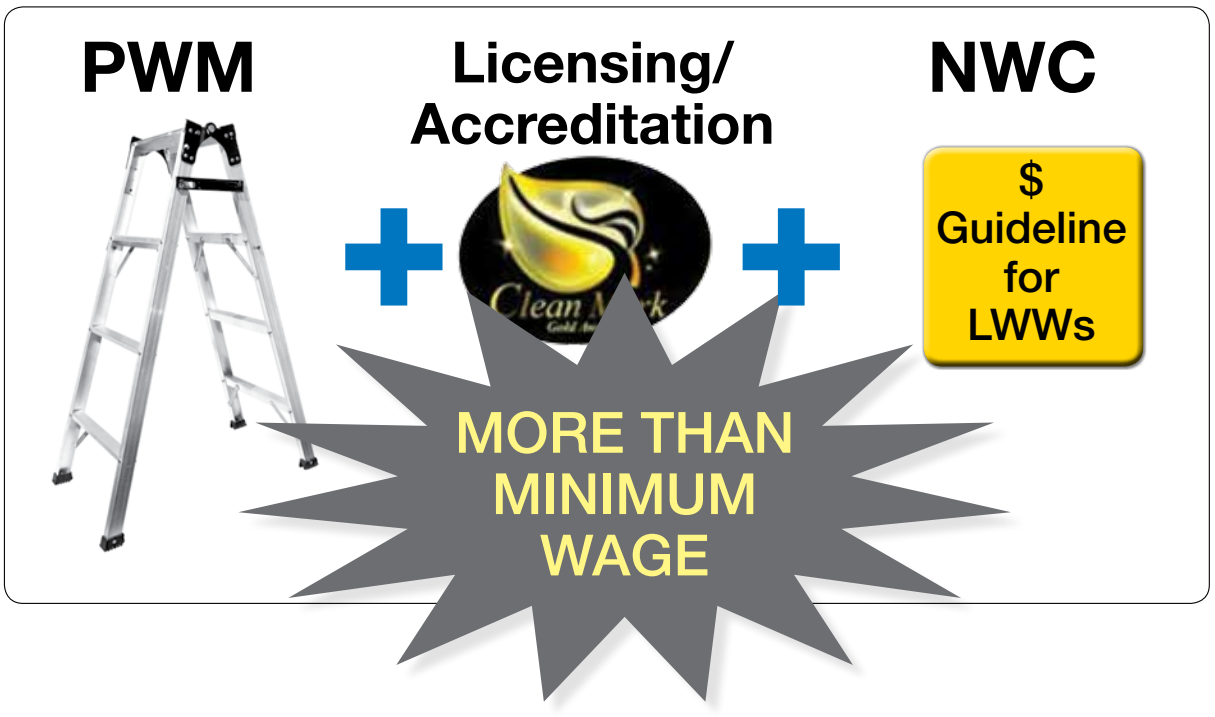
New U Care Centre Will Be Set Up

Work is already underway for a centre at e2i before the start of the new year. This centre will strengthen the push for a breakthrough for over 100,000 workers.

> **We are always proud that Singapore is a clean, green and safe country. But for these workers who work hard to keep it that way… more can be done to take better care of them."**
>
> **NTUC Secretary-General Lim Swee Say**

NTUC PWM Expert Group Will Be Set Up: SG Lim

This new group will be set up to assist unions and companies in areas such as ranging up min-max for better wages, accompanied by better skills and productivity.The Labour Movement also hopes for a Tripartite expert group for the non-unionised sector.



> **We are setting up this Progressive Wage Model Expert Group so that we can share best practices at the same time share wage data at the cluster level so that it will equip union leaders with better info to negotiate for better wage deals during their CA negotiations."**
>
> **NTUC Unit for Contract and Casual Workers Director Zainal Sapari**

As a gesture to share the joy of the festival of Deepavali, Hindu unionists went the extra mile to prepare the traditional Indian snack, Muruku (pictured), to be distributed to every delegate at the closing session.

Just as the festival celebrates the victory of good over evil, NTUC hopes that the future sees the moving away of all evil like low wages, giving way to higher wages and better lives for our workers.

NTUC Ordinary Delegates' Conference 2013

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Growing Membership Towards LM 2015

SG Lim mentioned that the Labour Movement will do more by serving more workers and do better by serving members better.

What Has Been Done

U at Work

- Constructive And Harmonious Labour-Management Relations (LMR)
- Protection Against Unfair Treatment
- 10 Industrial Arbitration Court Cases were filed between 2012 to 2013, with nine having positive/favourable outcomes.
- Employment Of Mature Workers
- 80 per cent of unionised companies embarked on re-employment before Retirement and Re-Employment Act was enacted.
- Retrenched Workers
- Received help with job searches, job fairs and referrals at e2i (Employment and Employability Institute).
- Higher Total Wages
- Unionised companies reward workers with better bonuses and total wage increase as compared to non-unionised companies.
- Low-Wage Workers
- Eight in ten unionised companies adopted the National Wage Council's guidelines of giving low-wage workers built-in pay raises.

> **"As we grow our membership towards one million by 2015, it's also very important for us to think about what happens next, because we cannot stop at one million in 2015."**
>
> **NTUC Secretary-General Lim Swee Say**

U at Live & Play

- The Labour Movement has set up many vibrant communities to cater to all types of members
  - nEbO
  - Young NTUC
  - U Family
  - U Live
  - U65+

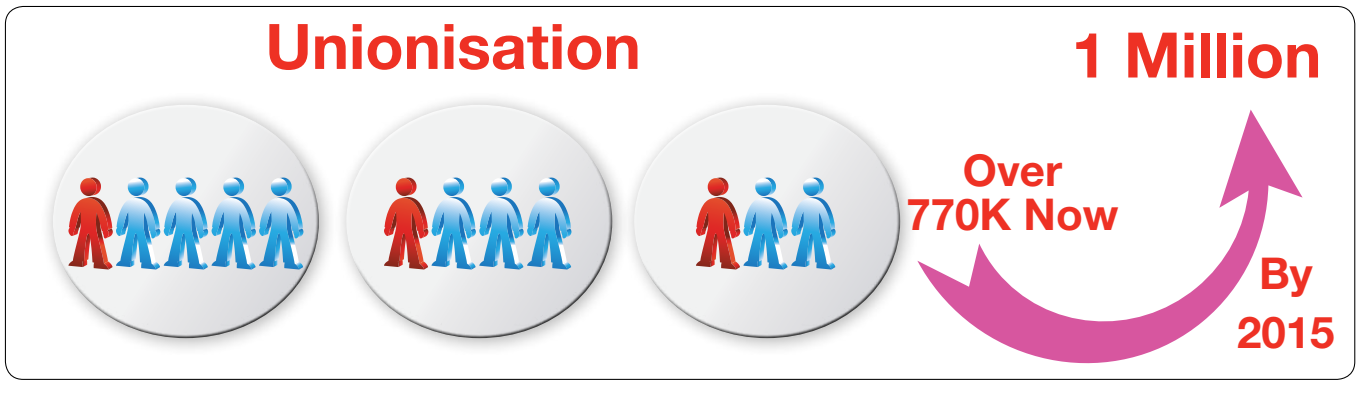
- Care and Share
  More than $10 million has been raised to help more than 30,000 children, 40,000 families and 5,000 elderly.
- NTUC Social Enterprises (SEs) have been serving public and union members with daily essentials, financial services, health and community care, childcare and education

Unionisation Rate

A total of 137 branches were organised between 2012 and 2013 including REC Solar ASA (REC), Resorts World Singapore and Marina Bay Sands. The unionisation rate has increased from one in five in 2002 to one in four in 2012 while union membership has grown from 470,000 members in 2007 to potentially 800,000 by end 2013.

What More Will Be Done

- Keep growing membership to serve more workers by stepping up organising
- Next target for unionisation rate set at one in three
- Strive for union membership numbers to reach 900,000 by 2014 and one million by 2015



Just On Board

In his presentation, SG Lim mentioned two new branches that had significant impact on the Labour Movement.

Renewable Energy Corporation (REC) Solar ASA

800 workers signed up as members

- With REC, United Workers of Electronics & Electrical Industries (UWEEI) has unionised the world's largest fully-integrated solar manufacturing facility
- REC's Executive Vice-President from Norway led the way by being the first to sign up as a member

UWEEI General Secretary Tan Richard (left) presenting REC Executive Vice-President Oyvind Hasaas with his new Membership card.

> **We think it's an important step forward to really be a part of the total tripartite system of Singapore, and we look forward to see how this will develop."**
>
> **REC Executive Vice-President Oyvind Hasaas**

Marina Bay Sands (MBS)

- Memorandum Of Understanding (MOU) signed on 29 October 2013 with the Attractions, Resorts & Entertainment Union (AREU)
- MOU will result in membership being offered to about 7,500 of MBS' eligible employees
- Membership fees will be paid for by MBS as a benefit for employees

> **Our partnership with AREU is another step towards being an employer of choice as we anchor our roots in Singapore."**
>
> **MBS President and CEO George Tanasijevich**

Marina Bay Sands President and CEO George Tanasijevich (second from left) exchanging the signed MOU with AREU General Secretary Charles Khng (second from right) as SG Lim Swee Say (background) looks on.

Breakthrough Results Achieved For AREU

By **Nicholas Lee**

After a long and arduous journey of talks and discussions, Marina Bay Sands (MBS) and the Attractions, Resorts and Entertainment Union (AREU) finally inked a milestone Memorandum of Understanding (MOU) on 29 October 2013 in a signing ceremony witnessed by NTUC Secretary-General Lim Swee Say.

The MOU will see both parties working together in a consultative and progressive partnership which will result in General Branch membership being offered to 7,500 eligible rank-and-file, professional and security employees in MBS. This makes up about 83 per cent of MBS' total workforce of more than 9,000 employees.

This partnership between MBS and AREU will enhance the social and recreational benefits of MBS employees and provide an additional platform to advance constructive labour-management relations. Under the MOU, a Managed General Branch (MGB) Committee will be set up by eligible employees who are members under the General Branch arrangement.

It will deliberate on relevant issues such as additional training and skills upgrading to help continue to boost work productivity and raise service levels of employees. The MOU will also allow workers to seek individual workplace representation on workplace issues. As a benefit for employees, MBS' management will pay membership fees for its eligible employees who join the union.

As with other NTUC members, MBS employees will be eligible for benefits such as NTUC FairPrice cash rebates, free group insurance coverage, grants for training and discounts on movie tickets in addition to the staff perks they already enjoy through the integrated resort's Sands Exclusives programme.

MBS President and CEO George Tanasijevich shared that the partnership with AREU is "another step towards being an employer of choice" as MBS anchors its roots in Singapore. "I think this is a very big moment in the evolution of Marina Bay Sands, and a continuation of our effort to become a local company," said Mr Tanasijevich.

AREU President Hassan Abdullah noted that the MOU is not an end, but a "start of a journey that would bring closer cooperation between the management and the union for one common objective of providing the best workplace and social support for the workers of MBS".

“I hope that come 2015, when we take stock of LM 2015, w CAN, 3-Gen membership, at the same time with a lifelong jobs and wages, adopted very widespread for many workers in every job can become a better job. At the same time, we hope to hopefully to see them enjoying higher percentage of wage incre

NTUC Secretary-General Lim Swee Say

ve will see a stronger Labour Movement, with a one million All g membership. We hope to see progressive skills, productivity, many sectors so that every worker can become a better worker, o see a faster progression for low-wage workers in Singapore, ease as compared to the median wage."

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Maximising Impact Through The 4Ps

With PMEs (Professionals, Managers and Executives) making up more than half of the workforce in the future, the Labour Movement will step up its efforts in reaching out to this group of workers through the 4Ps, namely the Protection, Professional Development and Progression, Placement as well as Privileges.

What Has Been Done

Placement

- NTUC's Employment and Employability Institute (e2i) has helped more than 5,900 PME jobseekers find jobs
- With the Labour Movement's call for the setting up of a National Jobs Bank heeded, PMEs will have more opportunities to gain access to better jobs

Professional Development And Progression

Through Next U, some 26,500 PMEs have been trained and upgraded, enabling them to make progression in their careers

Protection And Privileges

As the number of PMEs who are General Branch members seeking legal help has been on the rise, the Labour Movement introduced ways to educate PMEs on their workplace rights through legal clinics, legal primers and distributing handbooks

What More Will Be Done

Reaching Out To Individual PMEs

Two new PME Centres will be put in place to better serve both unionised and non-unionised PMEs in the areas of professional upgrading, job placement and career progression.

Better Union Representation

The Labour Movement is working with the Ministry of Manpower and Singapore National Employers Federation to review the Industrial Relations Act to enable unions to become all collar unions. This way, PMEs will be better served beyond just individual representation.

"The key focus for LM in the coming years for PMEs would be to fortify our efforts in the 4Ps. With the impending changes to our labour legislation and greater scope of representation, new PME Centre to better serve PMEs, and strengthening the alliances with professional bodies under the U Associate programme, NTUC and our affiliated unions are poised to outreach, advocate for, and grow our PME community and membership."

NTUC Legal Services Department and PME Alignment Unit Director Patrick Tay

Not Just Union Centric, But PME Centric

SHRI President Erman Tan (left) with NTUC Membership Department Director Vivek Kumar and NTUC Secretary-General Lim Swee Say (centre).

Through forming partnerships with professional bodies under the U Associate programme, these bodies will be able to tap on the Labour Movement's expertise on Protection while the Labour Movement taps on their expertise in terms of Progression and Professional Development.

Under the U Associate programme, the Labour Movement has reached out to members who are part of these professional bodies and associations. In a significant milestone, the Singapore Human Resources Institute (SHRI) joined the Labour Movement as its eighth U Associate partner on 20 October 2013 since the programme was launched in 2011. SHRI is the only professional national HR association in Singapore. The partnership will further expand the Labour Movement's efforts in serving more PMEs. With this programme in place, the Labour Movement has set out its next target which is to represent at least one out of four PMEs in Singapore.

Steering Towards Pervasive Sectoral Tripartism

With last year's illegal strike by the SMRT bus drivers serving as a timely reminder of the importance of having strong Labour-Management Relations and tripartite partnership, there is a need for tripartism to grow stronger. For this to happen, the Labour Movement must be strong, and that, in turn, requires strong labour leadership.

What Has Been Done

Sectoral Tripartism Already In Place

Sectoral tripartism has already been implemented in sectors such as wafer fabrication, retail, healthcare, cleaning, with informal arrangements in sectors such as transport, landscaping and aerospace.

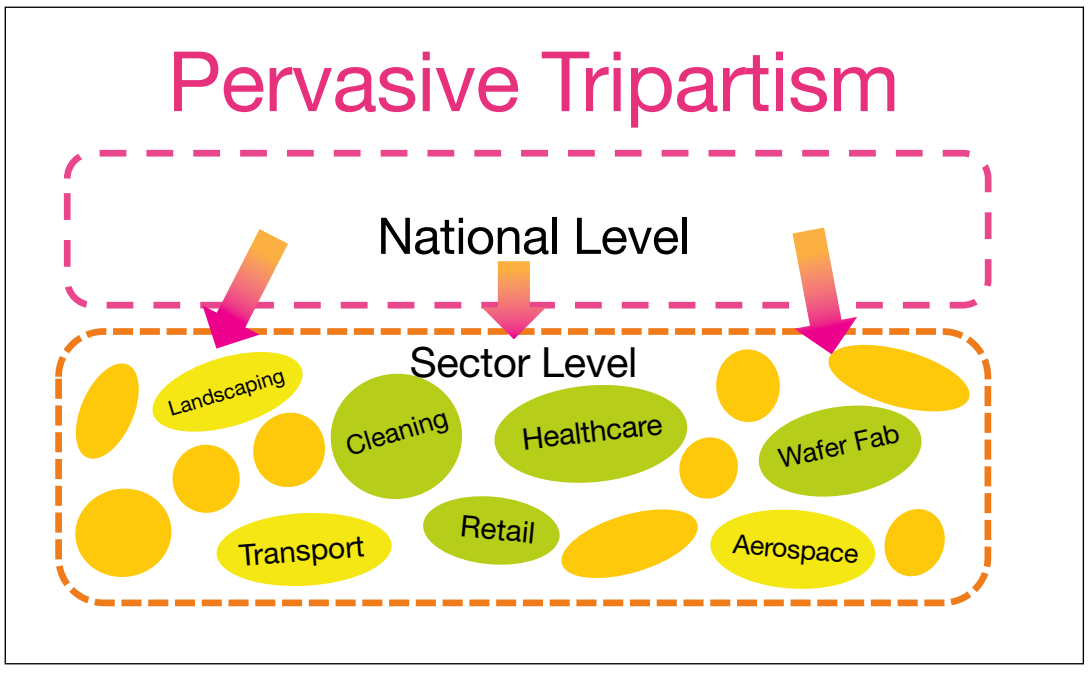
Leadership Development And Renewal Makes Good Progress

Two in three unions have formalised the Labour Movement's 3-Flow Framework in their Constitution, and this represents about 80 per cent of union leaders. There has also been improvements in the age profile of union leaders, with those aged 55 and below increasing to about two in three (65 per cent) from about one in two (53 per cent) and those aged 50 and below (Flow In) increasing to about one in two (45 per cent) from one in three (33 per cent). The median age of union leaders at 51-years-old is also younger. More union leaders have also joined the fold, with an increase from about 5,800 to 6,100. This has effectively created labour leadership that is is 3-Generation.

What More Will Be Done

- The paradigm of the tripartite partnership will be shifted from fair to progressive.
- Efforts will be stepped up to strengthen national tripartism. This will first be done by extending the partnership with the Government from the Ministry of Manpower to the whole of Government; employers from Singapore National Employers Federation to business and industry bodies; and Labour Movement from NTUC to union clusters.
- Steps will be made to formalise tripartism and apply pervasive tripartism in all major sectors of the economy.

> "We believe that pervasive sectoral tripartism will actually enable us to serve the workers better, serve the businesses better, serve the economy better."
>
> **NTUC Secretary-General Lim Swee Say**



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The Labour Movement's Strategy For The Future

Progressive Wage Model And Outreach To PMEs Will Be The Way To Go

By **Naseema Banu Maideen**

Union delegates in unity poured their hearts out at the NTUC Ordinary Delegates' Conference (ODC) 2013. From their voices, NTUC Secretary-General Lim Swee Say affirmed two directions that will lead the way forward for the Labour Movement. He succinctly put it across: "The Progressive Wage Model (PWM) is our best hope for sustaining wage growth; and outreach to PMEs (Professionals, Managers and Executives) is our best hope for sustaining membership growth.

"To succeed in both, we need to strengthen our labour leadership, our engagement with our management community and our engagement with the Government agencies so that our workers can be future-ready."

Speaking to reporters after the closing session of the NTUC ODC on 31 October 2013 at Orchid Country Club, he assured, moving forward, that the Labour Movement recognises that as it enlarges its membership base, broadens its outreach to workers - both rank-and-file and the PMEs - it is also important to strengthen its engagement with the public. In this pursuit, he also reinforced that "the rank-and-file workers will always be the backbone of the Labour Movement." The delegates at the conference have also endorsed the strategy to step up NTUC's public outreach through both the traditional and new media.

> **"The Progressive Wage Model (PWM) is our best hope for sustaining wage growth; and outreach to PMEs (Professionals, Managers and Executives) is our best hope for sustaining membership growth."**
>
> **NTUC Secretary-General Lim Swee Say**

At The Workshops…

Compiled by **Nicolette Yeo, Naseema Banu Maideen, Joshua Joseph and Nicholas Lee**

Two years have rolled on since the last National Delegates' Conference in December 2011. At that conference, the LM2015 Vision was developed and the Labour Movement family committed to work towards three key thrusts - `Better Jobs For All', `Labour Movement For All' and `Tripartism For All'.

Fast forward two years at the NTUC Ordinary Delegates' Conference (ODC) 2013 held from 29 to 31 October 2013, over 1,200 NTUC-affiliated union delegates, observers, and representatives from the NTUC Social Enterprises and related organisations as well as tripartite partners came together at Orchid Country Club for a half-time stock-take on these thrusts.

Also, over the two-and-a-half days, they deliberated on four core workshops with these themes:

- Better Life Through Progressive Wage Model (PWM) And Making Work Easier, Smarter, Safer (ESS)
- All Collars, Ages, Nationalities (C.A.N) Membership For A Strong Labour Movement
- One And Only U (For PMEs)
- Strengthening Leadership Development, Empowering A New Tripartism

Delegates from the 60 unions also brought up issues that revolved around the areas of the Progressive Wage Model, PMEs (Professionals, Managers and Executives), membership, leadership development and tripartism.

The Progressive Wage Model (PWM)

There was widespread support for this, and many delegates also shared that they have witnessed the benefits of PWM to both workers and businesses.

- In the implementation process, even though there are training programmes and productivity programmes on the ground, these are not widespread.
- For example, in their areas of jobs, the skill levels are not formally in place; and many of them have in-house training programmes which can still be improved with the four ladders.
- PWM will therefore speed up the formulation of the four ladders.

PMEs (Professionals, Managers and Executives)

There was broad-based support and recognition for the need to bring in PMEs more aggressively into the Labour Movement.

- Many of the unions agreed on the need to ramp up their capacity and capability to serve PMEs.
- With more being done for PMEs, it was agreed that they should not displace rank-and-file workers.

Membership

Moving towards the target of hitting the one million membership mark by the year 2015, unions identified key areas to pave the way for future growth.

- It was agreed that by strengthening the flow of nEbO members into membership and at the same time retaining more retired members who have retired from the workplace, the Labour Movement will be on the right track towards life-long membership.
- Out of the 10,000 nEbO members who have graduated to join the workforce, about one-third of them have become union members.
- The Labour Movement hopes to do more in the coming years to achieve a higher success rate.

Tripartism And Leadership

Union delegates agreed that sectoral tripartism is not meant to replace national tripartism, but instead complement it.

- The Labour Movement will sharpen focus on leadership development within the Labour Movement in terms of attracting, creating space and nurturing of new leaders
  - 4-Generation (4-Gen) of leaders already in the Labour Movement
    - First generation of leaders: Leaders of today including NTUC Central Committee, Labour Leadership Lighthouse and Executive Committee leaders
    - Second generation of leaders: Over 2,700 union leaders who are less than 50-years-old and can serve for about 10 years or more
    - Third generation of leaders: About 1,000 union leaders and activists from Young NTUC who are less than 35-years-old and can serve for the next twenty to thirty years
    - Fourth generation of leaders: About 300 activists from nEbO who have not started work but have demonstrated leadership potential
  - Will also focus on strengthening women leadership pool of about 1,700 union leaders and activists
    - Adopt mindset change to groom labour leaders for the whole of Labour Movement such as creating more space for 4-Gen leaders to be further developed and nurtured
- The Labour Movement will be introducing three priorities for leadership development
  - Further strengthen the Development Circuit for 4-Gen leaders with the aim to equip them with the skills, knowledge and competency; for example, through a mentorship programme
  - Significantly strengthen the engagement with management and HR committees in the unionised and non-unionised sector in a more in-depth manner through creation of a platform as this enables initiatives such as PWM to be pushed through more effectively
  - Broaden engagement with Government agencies so that there is mutual understanding and closer collaboration in making both our economy and workers future ready.

DSG Heng: Three Strategies For Developing Labour Leadership

Also speaking to reporters at the same event, NTUC Deputy Secretary-General Heng Chee How further explained on the leadership strategies.

In a gist:

- Continue with efforts that have been made in the last four years to recruit, develop and retain leaders
- Take a 'Whole Of Labour Movement' approach to develop leadership at the national (i.e NTUC) level, union level and sectoral level.
- Better conserve the leadership pool by retaining union leaders who have been displaced by job movements through the communities or by connecting them when they are moved between two unions

化学业雇联与e2i
及时向失业工友伸出援手

2013年8月11日，ISK新加坡私人有限公司的工会领袖像平常一样到公司上班，但当天早晨他们的心情却显得不平静，因为公司通知化学业雇员联合会，决定将运作部门迁移至日本。

得知这个消息后，工会领袖不做他想，立刻与公司总裁开会以进一步了解情况。过后化学业雇联会长拉詹德南对同事们说："ISK公司全数190名员工都将失去工作。"

合力排除困难

由于公司将从10月11日开始分批裁员，化学业雇联随即面临协助失业会员的挑战。在ISK公司的员工中，有许多已经步入四、五十岁的阶段，他们大半辈子都在公司里度过，因此帮助他们顺利过渡显得非常迫切。幸好在工会与职总就业与职能培训中心（e2i）的合作之下，工友及时获得培训和工作职缺的信息。

积极帮助工友找工作

为了帮助工友参加培训，化学业雇联在与ISK磋商后取得8万元的培训基金，高于公司最初提议的1万元。除了这笔培训基金外，工友们还可获得工作一年赔偿一个月的抚恤金，最高赔偿额为25个月。

化学业雇联会长拉詹德南表示："工会将支持会员直到他们找到新工作为止。此外，我们也将增加化学业雇联的援助金，帮助会员度过艰难的日子。"

他进一步阐述："ISK管理层非常支持我们，他们向大士和裕廊区的同行和相关行业寄送员工的履历。此外，凡是需要出席就业与职能培训中心举行的就业营或执行员讲座的员工，都可先行请假。我们也感谢就业与职能培训中心向我们的会员说明情况和进行能力评估，这对他们有莫大的帮助。"

受影响的ISK公司员工参加专门为他们举办的工作展，并接受潜在雇主的面试。

约85%的ISK员工是工会会员，这不但有效地代表了会员，同时也让非会员受惠。第一批遭裁退的工友于10月11日离开公司，当天，有关的化学业雇联领袖及工业关系员都到现场提供协助和支援。

22年后的首次面试

在ISK公司担任助理主管的再努（47岁）投身化学业已有22年。两个月前得知公司将迁出新加坡时，身为分会副会长的他显得毫无头绪。"如果没有就业与职能培训中心的职业培训员为我们分析履历和能力评估，我将不知从何开始。"

再努在ISK公司的日常工作是负责二氧化钛粉末的生产，这种化学品应用于漆料和塑料的制造。20多年来，他努力工作，养活一家大小，得知失业消息时，他鼓起勇气面对现实。为了做好求职面谈的准备，他首先须要写好履历和学习面试技巧。

为此，他参加由职总就业与职能培训中心举办的就业营和执行员讲座。他透露："我上一次面试是在20多年前，因此已经忘了该如何着手写履历。幸好他们教导我许多应对的技巧，还指导我下一步该怎么走。"

2013年10月7日，职总就业与职能培训中心为ISK工友举办了一项工作展，来自生物医学业、石油和天然气业、电子业、精密工业、印刷业和家具业等的11家雇主在工作展上提供了300个工作岗位，再努对此表示感谢。他说："我们非常感激当局为我们安排这项活动。我在现场向两家公司求职，热切期待在这几个星期中收到通知。其实，除了这些行业，我也能接受其他领域的工作。"

职总就业与职能培训中心自2008年成立以来，先后帮助过7000名遭裁退的工友，为他们提供雇佣咨询、职业分析、重新培训、技能提升、工作配对及就业安置，以帮助他们在工作生涯的黑暗期带来希望的曙光。

职总就业与职能培训中心总裁陈财喜表示："职总就业与职能培训中心承诺与有关公司合作，向被裁的工友提供即刻援助。为了提升工友的就业能力，我们组织就业营和执行员讲座，以加强工友的信心、提升他们的面试技巧和丰富他们的履历，从而展现竞争力和所取得的成就。"

他还说："那些想借助原有经验，并且留在类似领域发展的工友，可以参加相关培训，以深化技能和学习新技术；而那些希望转换职业跑道的工友则可以参加与新行业相关的培训。我们会通过推荐、举行职业展和招聘会，安排工友和公司配对。"

e2i的职业培训员积极帮助受影响员工，教导他们写履历和学习面试技巧。

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实现薪金及会员双双增长的目标

范思蕊报道

全国职工总会秘书长林瑞生在2013年10月31日为普通会员代表大会作总结时指出，渐进式薪金制在这次大会上受到广泛认同，并一致认为将渐进式薪金制推广至更多行业和领域是维持薪金增长的不二法门。

与此同时，大会代表们也认同扩大接触专经执人员（专业人士、经理及执行人员）将能维持工会会员人数持续增长，让工运与时俱进，跟上会员变更的步伐。

为了实现上述薪金及会员双双增长的目标，工运接下来将着重三大重点工作：

一 强化工运领袖队伍：坚强的领袖队伍是决定工运发展的要素。为此，工运接下来将采取整体工运策略，从国家层次（例如职总）、行业层次及工会层次，广泛吸纳各年龄、各行业和各性别的干才，以壮大目前为6200人次的工会领袖队伍，实现其包容性。同时，也计划建立一个“发展圈”（Development Circuit），系统性地展开领袖培育的计划和活动，以持续增强工运领袖的领导能力。

二 加强与管理层及人力资源社群的沟通：工运如果得不到管理层及人力资源社群的支持和配合，将无法有效推广渐进式薪金制和接触专经执人员。基于这层认识，工运接下来将重点加强工会与管理层的沟通，尤其是与人力资源社群的沟通，这将有助于工运推广渐进式薪金制及扩大接触专经执人员。工运近期与新加坡人力资源学院的合作提供了一个良好平台，从深度和广度加强与人力资源社群的联系便是一个好例子。

职总秘书长林瑞生在总结职总普通会员代表大会时，强调唯有工运领袖队伍的持续壮大才能继续令工友受惠。

三 扩大与政府机构的合作：在经济重组时期，政府致力于推行各项经济和企业转型计划。因此，工会和相关政府部门通力合作，为国家经济及工友做好面向未来的准备显得相当重要。林瑞生指出，在为期三天的职总普通代表大会上，工会代表一致支持工运朝向工运2015年愿景发展，那就是：“全民好工作”、“工运为人人”及“劳资政为全民”。

工运下一次的代表大会是全国代表大会，定于2015年举行。

自立自强者将获更多援助

范思蕊报道

尽管政府积极援助有需要的国人，但副总理兼财政部长尚达曼强调，政府支持的是愿意工作并对自己负责的文化，而非不负责任、不愿工作的文化。他表示：“新加坡为能够‘自立自强’的国人提供更多援助。所谓的‘自立自强’并不是指让你自生自灭，独自面对生活的挑战，而是指对自己负责任的文化，例如那些想提升自己的技能以照顾家庭的国人，政府将会提供更多援助，从而建立更具凝聚力的社会。”

尚达曼于2013年10月29日在胡姬乡村俱乐部举行的全国职工总会普通会员代表大会上表示，政府将继续通过各项社会政策帮助“自立自强”的国人，包括低收入工友、年长工友和中等收入工友，从而建立更具包容性的社会。

尚达曼指出，政府去年拨款13亿元帮助低收入家庭，津贴项目包括社区关怀、就业奖励、置屋、津贴、医疗和教育等；其中仅仅就业奖励和置屋津贴就相当于低收入家庭终身入息的30%。如果加上其他医疗、教育和育儿等补贴，收入位于最低10%的年轻夫妇，其终身收入即提高了一倍。

尚达曼说：“我国最低收入的20%国民，其置屋率为80%，没有其他国家做得到。通过住屋津贴，更多置屋的低收入家庭将能省下更多可支配收入。”提供置屋津贴是政府鼓励人民自购房子的核心政策，而新加坡家庭每月缴付的房贷利息、水电费和杂费等住屋开销，只是经济合作与发展组织（OECD）普通家庭开销的一半。

除了帮助低薪工友，政府也不忘年长工友和中等收入群体，其中就业奖励计划和特别就业补贴计划两项津贴相当于帮助年长工友增加40%的薪金。尚达曼表示，有必要倡导尊敬年长员工的工作文化，不应将他们视为找不到人手情况下的额外员工，而是应该重视及扩大他们所能做出的贡献。此外，为中等收入群体创造好的就业机会及维持新加坡的繁荣和竞争力，才是有效提高他们收入的方法。

超过650名工会代表和观察员出席了职总从10月29日至31日举行为期三天的普通会员代表大会。职总秘书长林瑞生、会长谢秀慧及人力部代部长陈川仁也出席了大会的开幕式。

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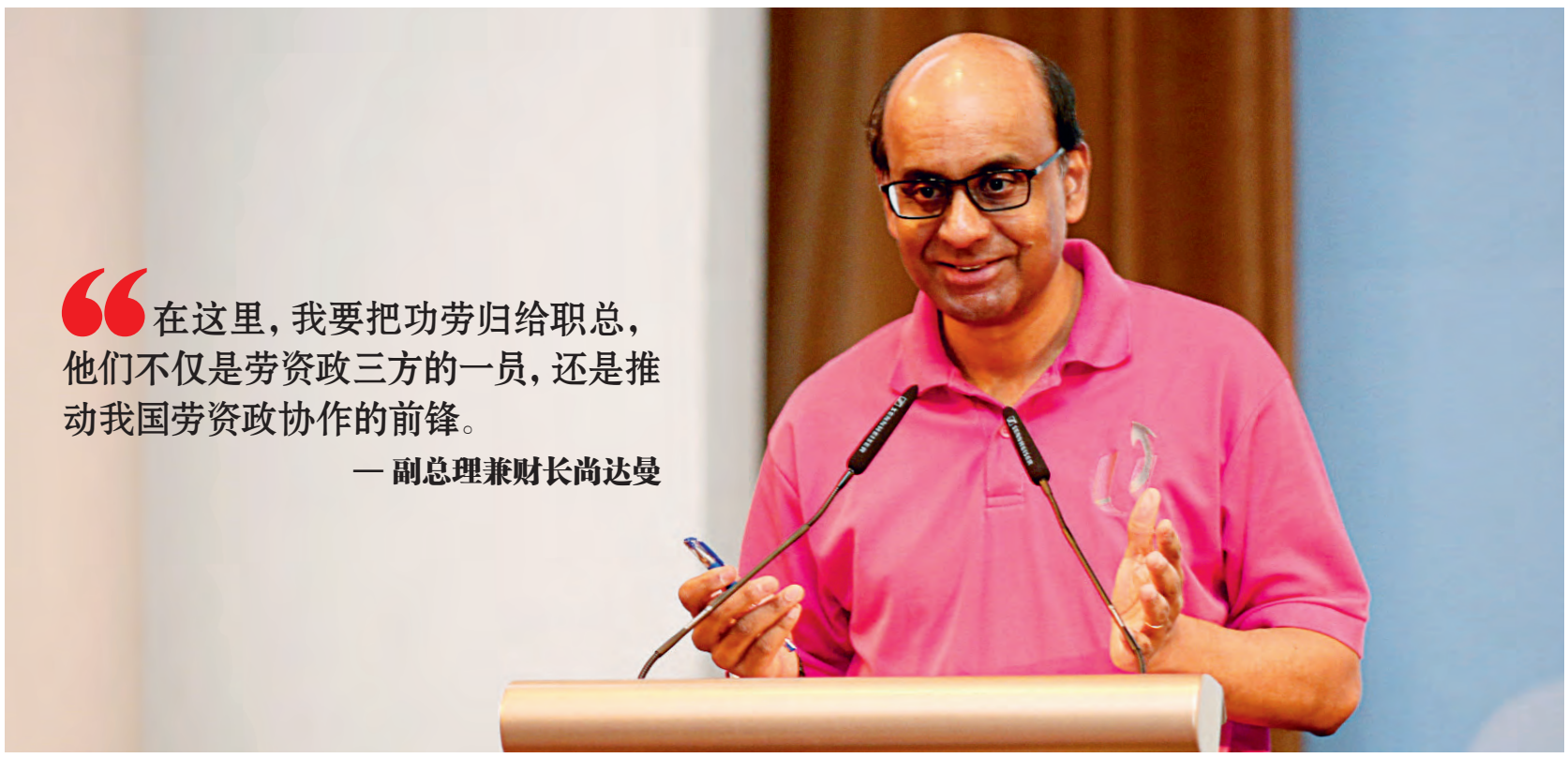
新加坡很不一般

实施三策略确保不断发展



“在这里，我要把功劳归给职总，他们不仅是劳资政三方的一员，还是推动我国劳资政协作的前锋。

— 副总理兼财长尚达曼

环顾几个较发达或刚逾越中等发达水平的经济体，新加坡是少数能实现低失业率，以及过去五年来家庭（中位数家庭）平均实质收入显著增长18%的国家。

我国副总理兼财长尚达曼是在2013年10月29日于职总普通会员代表大会致开幕词时列举数个经济体的情况后，向与会代表们述说新加坡的优越成就。

“比起在同一竞争场上的国家来说，我们所取得的成就显得很不一般。这意味着我们做了正确的事情。”

对于我国之所以没陷入窘况，尚达曼指出这是工运和资方及政府携手合作的成果。

他说：“我们知道，职总的目标是建立一个造福全民的包容性社会，而在这个过程中，工人是整体的核心。工人不单是经济的重要组成部分，也是组成新加坡社会的核心。为此，我们为工人所做的一切即等于我们打造包容社会的举措。”

“多年以来，职总一直努力不懈地联合雇主和政府推出新计划，确保我们取得实实在在的进展，工人有好的工作，优渥的工资，尤其是低薪工友也能不断改善他们的生活。在这里，我要把功劳归给职总，他们不仅是劳资政三方的一员，还是推动我国劳资政协作的前锋。”

前进三策略

尚达曼指出，我国若要巩固既有的成就和保持领先的地位，必须实施三项策略：

一 保持竞争力：我们必须顺应亚洲的发展趋势，引进优质投资，决不能守株待兔，坐在家里等人上门。

二 促进优质成长：提高生产力是取得优质成长的基石，单独扩大劳动队伍无法实现目标。

三 建立包容性社会：新加坡是个小国，所实施的社会政策必须有利于国民团结和增强凝聚力，必定要让人们对彼此负责才可使社会和谐，同心协力。

在总结三策略谈话的时候，尚达曼强调，要建立和谐与彼此包容的社会，首先经济必须繁荣，否则无法创造良好的工作，更别说是照顾低薪工友了。

职总普通会员代表大会在胡姬乡村俱乐部一连举行三天（10月29–31日），超过650名工会代表和观察员出席了此次大会。

确立工运未来发展的方向

职总秘书长林瑞生在为期三天的普通会员代表大会上总结了工运未来发展的两大方向。他指出，渐进式薪金制是维持薪金增长的重要关键，而把触角全面伸向专经执人员（专业人士、经理及执行人员）则是确保会员人数持续增长的另一关键。**（更多内容详见内页）**

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