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CARE. FAIR.GROW

We bring you a day-to-day account of what took place at NTUC National Delegates’ Conference, culminating in the 21-member Central Committee. *Find out who they are on page 6.*

PM Lee: Each of the tripartite partners has a part to play to shape Singapore's future.

Tripartism Is Key

PM Lee underscores the true value of tripartism and why Singapore has to keep to that formula going forward.

By **Shukry Rashid**

Prime Minister (PM) Lee Hsien Loong said that the tripartism arrangement has served the country well and remains the right formula for Singapore. As the city-state enters the next phase after 50 years of independence, it should "keep the tripartism formula, but the tripartite partners have to upgrade themselves, have to raise their game."

"You have to strengthen and maintain the trust that we have built into the next generation. And each of the partners must do its own upgrading," he said.

PM Lee was speaking as guest-of-honour during the NTUC National Delegates' Conference (NDC) 2015 Opening Dinner at Orchid Country Club on 26 October 2015, which marks the start of the NDC that takes place every four years.

He said that each of the tripartite partners has a part to play: the Government to develop new economic policies; employers to make sure that companies remain viable while finding new business opportunities; and unions to stay relevant to new union members in a new economy.

LM TO ADAPT

PM Lee specifically mentioned two groups of workers where the Labour Movement needs to adapt in order to serve better – the mature workers, and the Professionals, Managers, Executives and Technicians (PMETs).

"Workers are older and they want to work longer. The Labour Movement has helped to deal with this – to design jobs, to design salary structures," he said.

NTUC also facilitates in various ways for mature workers to remain employed, such as persuading employers to value the experiences mature workers have, and getting the Government to raise the employment age to 67.

Half of the current workforce also consists of PMETs, and the numbers are growing. PM Lee acknowledged that this group of workers has different needs, but still requires help and guidance and can benefit by joining the Labour Movement.

"The Labour Movement cannot be for the rank-and-file non-PMETs, it has to represent the PMET workers too," elaborated PM Lee.

FACING GLOBALISATION

PM Lee also mentioned globalisation and technological advancements, challenges which are affecting workers around the world.

"The world changes faster; conditions are much less predictable. No matter where you are, which country you may belong to, you are competing with workers from around the world," he said.

Technology is also disrupting industries and displacing workers, and it is challenges like these that Singapore has to be wary of.

Resisting globalisation will also mean stagnation of wages, uncompetitive workers, and Singapore will be left behind.

THE WAY FORWARD

Singapore has been strengthening its safety nets to give its people better protection through the Progressive Wage Model, MediShield Life and the Silver Support.

The Government is also upgrading its workers with SkillsFuture, to equip them to benefit from technology and globalisation.

LEADERSHIP RENEWAL

The NDC Opening Dinner also set into motion the leadership renewal process in the Labour Movement through the '3-Flow' framework. PM Lee said that the framework was "to flow in talents, to flow up those with good potential to hold leadership positions, and to flow on those who have made their contributions so that the younger leaders can take over from them."

As part of the leadership renewal process, several of the former NTUC Central Committee members 'flowed on'. These included NTUC President Diana Chia, Secretary for Financial Affairs Lim Kuang Beng and NTUC Vice-President Nora Kang.

"They have been effective union leaders. They understand workers' concerns, they know the national interest, and they have influenced and helped the Government to implement policies which benefit workers.

"I thank them all for their service, for their support and for their friendship," added PM Lee to resounding applause from the 1,100-strong audience.

DAY 1

NTUC Secretary-General's Report 2015

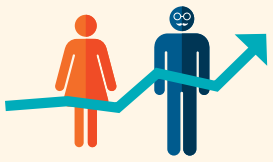
NTUC Secretary-General Chan Chun Sing gives a round-up of the Labour Movement's progress since 2011.

By **Fawwaz Baktee**

NDC

Unemployment rate remains low

Employment rates of women and mature workers have increased



OUR

CARING FOR LOW-WAGE WORKERS

- Higher real wage increase for lowest 20th percentile of workforce in last 5 years
- Progressive Wage Model benefitted more than 100,000 workers in 300 unionised companies from the 12 union clusters
- Unionised sector rank-and-file workers enjoyed higher total wage increase of 4.9% as compared to 4.78% nationally in last 4 years

4.78%

4.9%

DEEPENING FOCUS ON PMEs

Successfully lobbied for:

- Changes to Employment Act and Industrial Relations Act = more protection for PMEs
- Fair Consideration Framework and National Jobs Bank = more levelled playing field for local PMEs

The first day of the NTUC National Delegates' Conference (NDC) saw NTUC Secretary-General (SG) Chan Chun Sing release a report on how the Labour Movement has fared over the course of four years since it set out to achieve three key outcomes.

The outcomes set at the last NDC in 2011 included creating Better Jobs for All, being a Labour Movement for All and Tripartism for All.

BETTER JOBS FOR ALL

Stating that the Labour Movement has yielded good results, SG Chan touched on the low unemployment rates, increased employment rates for women and mature workers, and the increasing wages of low-wage workers.

He also stated that the PWM has benefited more than 100,000 workers in 300 unionised companies from the 12 clusters of the Labour Movement.

For mature workers, the Labour Movement successfully pushed for re-employment of mature workers, resulting in changes to the Retirement and Re-employment Act.

With the amendment of the Employment Act and Industrial Relations Act, the Labour Movement has successfully lobbied to increase protection for Professionals, Managers and Executives (PMEs).

Other achievements included the Labour Movement's active role in introducing the Fair Consideration Framework and the National Jobs Bank to ensure a more level playing field for PMEs.

LABOUR MOVEMENT FOR ALL

With regard to union membership, SG Chan said that the numbers have been increasing steadily from 680,000 in 2011 to 888,000 today. The resident unionisation rate also increased from 24.9 per cent in 2011 to 28 per cent in 2014. There are curently more than 1,600 unionised companies.

SG Chan was also encouraged to see that the Labour Movement communities such as nEbO, U Family, Young NTUC and U Live continue to grow "from strength to strength."

Touching on the U Associate Programme, SG Chan said that to date, 22 associations have embarked on the programme as U Associate partners.

TRIPARTISM FOR ALL

The Labour Movement has put in place the 3-Flow (Flow In, Flow Up and Flow On) framework to strengthen and grow its leadership. According to SG Chan, the Labour Movement today has 6,000 leaders in the union leadership pool, and with help of the framework, the trend of decreasing union leadership numbers has been reversed.

In his report, SG Chan stated that the achiements of the past four years resulted from the efforts of unions and partners who have "a common commitment to place interests of workers and members first."

He also honoured Manpower Minister Lim Swee Say, who helmed the Labour Movement as Secretary-General from 2007 up until early 2015.

SG Chan said: "On behalf of the Labour Movement, my heartfelt appreciation goes to Brother Lim for his dedication in helping our workers live better lives during his tenure as NTUC Secretary-General. We strive to build on this good work as we take the Labour Movement to the next level, for the benefit of our workers."

2015 Labour Movement:

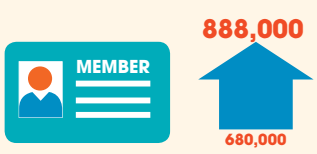
How have we done?

Workers continue to see real wage increase

Successfully lobbied for legislative changes to benefit more PMEs

Advocated for fairer work opportunities for Singaporean workers

Union membership increased steadily from 680,000 in 2011 to 888,000 today



KEY ACHIEVEMENTS

Progressive Wage Model

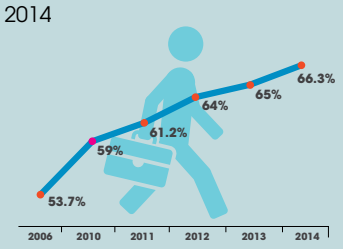
PUSHING FOR RE-EMPLOYMENT OF MATURE WORKERS

Successfully lobbied for:

- Changes to Retirement and Re-employment Act in 2012 = companies must re-employ eligible workers beyond retirement age of 62, up to 65
- Re-employment age ceiling to be raised from 65 to 67 (by 2017)
- CPF restoration for mature workers

RE-EMPLOYMENT AGE
67
(by 2017)

Employment rate for those aged 55 to 64 increased from 61.2% in 2011 to 66.3% in 2014



Employment Rate of Workers Aged 55 to 64 (Labour Force in Singapore, 2014)

TOWARDS LABOUR MOVEMENT 2019

- We want to **CARE** for our working people, by lessening the burden on their living needs
- We want employers to be **FAIR** to our working people, by protecting their interest and taking care of their welfare at the workplace
- We want to help our working people **GROW** in their careers for a better future for their families

Focus extra efforts on:

1) Strengthening tripartism
2) Growing and strengthening union leadership
3) Prepare our working people to take on tomorrow's jobs through SkillsFuture

Dealing With Change

The Labour Movement is embracing a vision based on Care, Fair, Grow as it looks to tackle the needs of workers into 2019.

By **Ryan Chan**

A changing business environment, employment landscape, workers' needs and continuous work on the future of tripartism – these were the challenges outlined by NTUC Secretary-General (SG) Chan Chun Sing at a press conference on the first day of the NTUC National Delegates' Conference (NDC).

SG Chan spoke about the importance of meeting the needs of workers in an evolving labour workforce, against the Labour Movement's vision towards 2019 of Care, Fair and Grow.

"One of the challenges faced is how the Labour Movement can take care of workers in a fluid, dynamic environment. The younger generation PMEs (Professional, Managers and Executives) for example look for career advancement, development and networking opportunities," said SG Chan.

DELVING DEEPER

Held at Downtown East, the quadrennial event saw a total of 800 union leaders gather to discuss the issues the Labour Movement faces.

Some of the hurdles include how to ensure workers have better care. A changing employment landscape has seen the introduction of the Progressive Wage Model, but a number of employers are still resisting the need to send workers to upskill themselves. There is also an unwillingness to send mature workers for training.

A changing employment landscape has seen the introduction of robotics, which may see workers displaced. Simultaneously, there may also be a shortage of highly skilled workers, leading to structural unemployment.

The delegates also raised issues surrounding fairness for workers, such as strengthening the Singaporean core and offering fair re-employment to mature workers who turn 62.

On top of these issues, the importance of growing the Labour Movement's outreach was also underlined to ensure workers continue to have a greater voice. Union membership is expected to hit 900,000 by the end of 2015.

STAYING AHEAD

Despite the challenges, SG Chan is confident of the future of the Labour Movement.

He said: "NTUC has to respond and stay ahead of the challenges and prepare our workers to be future-ready, to ensure their skill-sets are not only relevant today, but also for tomorrow. This is so that our workers can continue to form one of the most competitive workforce in the whole world."

Forging Ahead With Care, Fair And Grow

SG Chan commends union leaders for their unwavering determination to help the workers of Singapore.

By **Ramesh Subbaraman**

NTUC Secretary-General (SG) Chan Chun Sing has emphasised that regardless of the challenges faced by the Labour Movement, its three fundamental missions remain unchanged.

These are to 'Care' for workers, to be 'Fair' to them and 'Grow' with them.

SG Chan made these points during a media sharing session and a doorstop interview at the close of the second day of the NTUC National Delegates' Conference held at Downtown East.

DEBATING PRIORITIES

Much of the second day of the NDC focused on workshop sessions to discuss the various plans being outlined under the three priority areas.

On caring for workers, SG Chan said: "The best way we can 'Care' for workers is to have a very good environment where we can create good jobs for our workers so that they can continue to enjoy good wages for their families.

"Then the question is how do we create a good environment? That requires a bit of effort but the most important part of that effort is the continued strength of the tripartite model, where we need to grow a new generation of younger tripartite leaders who can carry the torch to create a positive environment for investments to come in."

> "Our union leaders are here to serve not because of fame or monetary benefits. They are here to serve because they truly care for workers and want to improve their lives."
>
> *NTUC Secretary-General Chan Chun Sing*

FAIR AND GROW

On being 'Fair' to workers, SG Chan said NTUC will continue to work closely with the Manpower Ministry to ensure that new employment models are fair to the new generation of workers.

"On the other hand, we will continue to grow a strong Singaporean core not just in terms of numbers but also in terms of quality of jobs available to Singaporeans," he said.

Turning to the third prong of 'Grow', he said there are few areas where NTUC will step up its efforts. First is SkillsFuture, and SG Chan said NTUC wants to ensure workers have skills which are relevant to the current and future markets.

Secondly, given the growth and diversity in membership, SG Chan said more avenues of communications and engagement will be rolled out so that union members align themselves with the Labour Movement's mission.

SG Chan had this to say about the dedication of Singapore's union leaders: "Our union leaders are here to serve not because of fame or monetary benefits. They are here to serve because they truly care for workers and want to improve their lives.

"For us to do justice to them, we must equip them with the necessary skills-set and the correct ethos to always put the country and workers before themselves."

A NEW CENTRAL COMMITTEE

SG Chan noted that by Thursday, 29 October, NTUC would have elected a new Central Committee. He highlighted that the Central Committee member will have two sets of responsibilities.

Besides their individual responsibility for their sector and union, they would also be given cross-sector responsibilities to achieve the objectives outlined under LM2019's 'Care', 'Fair' and 'Grow'.

The NTUC Central Committee is made up of 21 members.

DAY 3

Welcoming Our Labour Leaders

NTUC elects a new 21-member Central Committee to lead the Labour Movement towards LM2019, with several taking up new leadership roles.

By **Fawwaz Baktee** and **Ryan Chan**

The last day of the NTUC National Delegates' Conference (NDC) held on 29 October 2015 at Downtown East saw the unveiling of the 21-member NTUC Central Committee (CC) that will be responsible for steering the Labour Movement towards its 2019 vision, with nine new members onboard. The committee will hold office for a four-year term from 2015 to 2019.

The new CC has elected Ms Mary Liew as NTUC President. She has been with the Labour Movement for 35 years, and is also the General Secretary of Singapore Maritime Officers' Union.

Mr Chan Chun Sing also returned to his seat as NTUC Secretary-General (SG).

SG Chan said: "The most important characteristic of this 21-member team is the teamwork. We are not particularly focused on the number of votes. The strong mandate is an affirmation of the work that the previous CC has done and shows confidence in the new CC."

STEPPING UP

Also returning to office were Vice-Presidents K. Karthikeyan and Edwin Lye, Deputy Secretary-General Heng Chee How, Assistant Secretary-General Cham Hui Fong, and members Arasu Duraisamy, Andy Lim, Ong Hwee Liang, and Benjamin Tang.

Several re-elected CC members also took on new leadership roles in the committee. They included Mr Toh Hock Poh, who takes on the role of Secretary for Financial Affairs; and Mr Tan Hock Soon, who has become one of the three Vice-Presidents.

SG Chan commented: "We leverage on the strengths of our members. In every leadership team, we have our strengths and weaknesses and we must seek to complement each other."

The committee also announced the creation of the new position of Assistant Secretary for Financial Affairs to look into an expanded scope for financial affairs, which will be taken on by Mr Yeo Chun Fing.

PAYING TRIBUTE

The day also saw SG Chan pay tribute to several outgoing CC members, including former President Diana Chia, former Secretary for Financial Affairs Lim Kuang Beng and former Vice-President Nora Kang.

He said: "While they might be Flowing On, they are not Flowing Out. We will be tapping on their experience to guide the new generation of CC members.

"Sister Diana is strong in her leadership development. Brother Kuang Beng has a lot of experience dealing with financial matters, so his contribution will continue to be in the area of financial governance and stewardship of union resources. Sister Nora has extensive experience in managing unions and industrial relations."

Greetings From The NTUC CC!

We hear from our recently-elected NTUC Central Committee members on their plans for workers and the LM2019 vision in the years ahead.

Compiled by **Nicolette Yeo, Fawwaz Baktee, Shukry Rashid** and **Ryan Chan**

"There is a lot of work that needs to be done moving forward together with the new team. I'm glad that we still have those who are experienced, and therefore a strong foundation. With a mix of members from various sectors and unions, this committee is truly inclusive. I will serve to the best of my abilities as President of the Labour Movement."

NTUC President Mary Liew Kiah Eng

"The new CC has 12 of the 21 members from the previous team, so we have a good mix of new blood and experience. This is part of our ongoing effort to ensure that the NTUC Central Committee remains strong and vibrant, continues to serve its members, and executes the LM2019 plan. It is a well-balanced team that leverages on each other's strengths and takes into account the experiences of the respective unionists."

NTUC Secretary-General Chan Chun Sing

"There are many things I will need to learn following my appointment as the new Secretary for Financial Affairs, and I am looking forward to serve wholeheartedly. As far as LM2019 is concerned, be it as a union leader or a member of the Central Committee, we will still want to work together to advance the Labour Movement. We hope that we can serve the members and workers well, so this will be a collective effort."

Secretary for Financial Affairs Toh Hock Poh

"I'm most familiar with the Fair part of LM2019's vision (of Care, Fair and Grow). There are many things we have to do like strengthening the Singaporean core. We have to contribute at the micro and macro level and hopefully it will go to Parliament to become an issue noticed."

NTUC Vice-President Karthikeyan Krishnamurthy

"I will continue to play my role well and support the initiatives the Labour Movement is rolling out. I will play a bigger role internationally this time round and continue to make sure Singapore continues to have a strong voice in the international labour front. We have to keep in mind that we have a job to do and we have to play our part in serving our workers."

NTUC Vice-President Edwin Lye Teck Hee

"The delegates have given me the support and have placed their confidence in me. I will work very hard to deliver on the expectations of our union leaders and members regarding our shared vision and objectives of LM2019."

NTUC Vice-President Tan Hock Soon

"I've been in the union for 29 years already; I've been doing union work and trying to do my best for the workers, and the position in the NTUC (CC) allows me to continue to do this on a larger stage."

NTUC Assistant Secretary for Financial Affairs Yeo Chun Fing

"For me, it is a continuing journey of service to our fellow workers. I'm grateful for the support given by our delegates in re-electing me into the CC. I'm also very grateful to my fellow members in the CC for agreeing to [let me] continue as the Deputy Secretary-General. On this, I pledge my absolute commitment in service of our workers. My priorities will continue to be for mature workers and leadership development."

NTUC Deputy Secretary-General Heng Chee How

"The last four years have been challenging. It will be even more challenging moving forward. While a strong mandate has been given to us, the economy is restructuring and jobs are changing. With that, we must work closer with our union leaders in order for us to be able to pass our messages down and adapt to these changes."

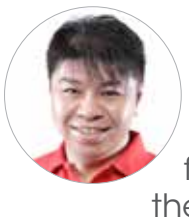
NTUC Assistant Secretary-General Cham Hui Fong

"I'm very thankful for the support shown to be elected for the first time into the CC. It is a big challenge for the new CC, what with an uncertain economy and SkillsFuture initiative in the next couple of years. I've been championing PME issues and I will continue my work for them for the financial sector and the healthcare cluster. We have a team focused on upcoming initiatives like SkillsFuture and sectoral tripartite plans."

NTUC Assistant Secretary-General Patrick Tay Teck Guan

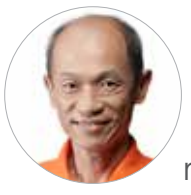
"What I hope to do more is to carry out our NTUC policies, to explain to the leaders what our policies are, especially the Care, Fair and Grow parts, and to cascade these down to the various unions and make the unions understand how important this is for our Labour Movement."

NTUC Central Committee member Arasu Duraisamy



"My thanks to the delegates for believing in me and endorsing my four years of work [in the previous term]. I will continue to work closely with the ground and to deliver results. Membership growth and industrial relations issues at the workplace will be my areas of focus. This will allow the voices and concerns on the ground to be heard at the Central Committee level."

NTUC Central Committee member Andy Lim Tze Khong



"I think we can do more in terms of Care, to continue to take care of our rank-and-file workers even though there is a focus on PMEs. The PMEs will form the bulk of tomorrow's workforce so we need to do more in terms of engaging them. We have been successful through the U Associate initiative so we need to need to partner more of these professional bodies to see how we can value add to our PMEs."

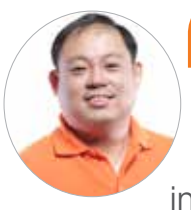
NTUC Central Committee member Ong Hwee Liang

"We have made some progress in terms of bringing more PMEs into the Labour Movement, but there is still more work to be done. I hope to be able to help offer PMEs career progression, protection and more social benefits."

NTUC Central Committee member Benjamin Tang Chun Wai

"I'm new [in the CC] but given the confidence on the ground, and also being the only Malay, it gives me the positive pressure to give the best that I can. On the part of UPAGE (Union of Power and Gas Employees), I believe I can be the voice for our [power and gas] sector. What I aim to do is to go further under the Care and Fair [areas] because I want to play a part in helping members who need assistance."

NTUC Central Committee member Abdul Samad Abdul Wahab



"We are in a position to evolve, and evolving the Labour Movement is important – that's something close to my heart. We have to understand that the world has evolved, management has evolved, employers have evolved, and technology has changed the way we live, work and communicate. Our profile of workers has also evolved … We need to also evolve and stay relevant."

NTUC Central Committee member Luke Hee Wing Wai

"As a Labour Movement, there are certain work plans that we have to see through moving forward. As a CC member, I think it's my responsibility to ensure that the plans are implemented effectively. For my own union, we will support the Labour Movement the best we can as one united family."

NTUC Central Committee member K. Thanaletchimi

"The suggestions that were made during the last two days have to be worked on as soon as possible, with the most important being the welfare of the workers. Whatever our workers suggest, we have to take into consideration as they are the ones who have a first-hand account of their experiences, and we need to work as a team to help them not only within the CC but with all the unions."

NTUC Central Committee member Philip Lee Soon Fatt

"I'm excited and look forward to serving in the CC for the first time. I am a strong believer of always doing things from the heart. It is a collective effort to move together in one direction. From there, we can spread our efforts to the respective unions. Teamwork will be key to what we strive to achieve."

NTUC Central Committee member Thuvinder Singh Bachan Singh

"I'm looking forward to building a stronger bond with our tripartite partners. I'm also looking forward to work on SkillsFuture. The economy is slowing down, so we can take this opportunity to help workers upgrade their skills and prepare them to take on the challenges that lie ahead."

NTUC Central Committee member Tan Richard

"There are a lot of low-wage workers like those in the marine industry I am in. Because of the situation of the foreign labour, the salaries of the Singaporeans have been stagnant and I hope to work towards helping the Singaporeans."

NTUC Central Committee member Eileen Yeo Chor Gek

Herald the Season's Greetings at OCC

Christmas and New Year Festive Offers for Unions and Social Enterprises

Rejoice this holiday season with festive flavours at Orchid Country Club, an ideal venue for both corporate meetings and events.

Christmas & New Year's Eve Package 2015

Weekday
(Mon – Thu)
From $55++ Per Person
(Min. 50 Persons)

Weekend
(Fri – Sun)
From $58++ Per Person
(Min. 100 Persons)

Package includes:
- Choice of exquisite Christmas buffet menus (Muslim and Vegetarian menus available)
- Free flow of soft drink, coffee and tea
- One complimentary bottle of house wine per table
- One 22.7 litre complimentary barrel of beer with minimum guaranteed of 180 persons
- No corkage charge for duty paid wine, hard liquor and champagne
- Fresh floral centerpieces for reception and two VIP tables
- Complimentary use of one LCD projector and screen
- Complimentary one night stay for the organising committee on the event date
- Complimentary one night Orchid Lodge room stay voucher as lucky draw prize
- Preferred room rates at Orchid Lodge for your participants
- Complimentary parking and shuttle bus service from Yishun MRT Station
- 24-hour Taxi and Limousine booking service available at a charge

Optional (priced per order):

Whole Roast Christmas Turkey	$138++ (Chef in attendance)
Honey Baked Ham	$128++
22.7 litre barrel beer	$585++ (10% discount for min. purchase of three barrels)
House Wine	10% discount with min. purchase of 24 bottles

Package is valid from 14 November to 31 December 2015.
Prices are subject to 10% service charge and prevailing government taxes. Terms & conditions apply.

To enquire and book your next event at **Orchid Country Club**, please contact our **Sales & Marketing Team** at **6750 2166** or email **sales&marketing@orchidclub.com**

1 Orchid Club Road Singapore 769162 | www.orchidclub.com

ORCHID COUNTRY CLUB

A Member of The Labour Movement

Photos

NTUC NDC In Action

We zoom in on moments that capture the mood and activities at the three-day NTUC National Delegates' Conference.

Together, the three key thrusts of Labour Movement 2019 – Care, Fair and Grow – form a greater triangle centered on our working people. The convergence of three points to form an equilateral triangle is also symbolic of tripartism and the strong tripartite relationship which Singapore enjoys; without which, many of the Labour Movement's programmes and initiatives would not have been possible.

NTUC Secretary-General Chan Chun Sing, SNEF President Robert Yap and Manpower Minister Lim Swee Say in attendance at the International Forum on Tripartism.

Nurturing Tripartism

SG Chan reveals plans to cross-post civil servants and union leaders to NTUC and government bodies for a better grounding of labour issues.

By **Ramesh Subbaraman**

Strong tripartite partnership needs to be carefully nurtured over time through real action, said NTUC Secretary-General (SG) Chan Chun Sing.

Addressing some 700 international and local participants at the International Forum on Tripartism on 26 October 2015, he said there is now a need in Singapore to groom the next generation of tripartite leaders and imbue them with the same ethos of constructive cooperation.

CROSS POSTINGS OF LEADERS

To achieve this, SG Chan outlined several steps that are being looked at this year so that young leaders in government, business and the Labour Movement know one another better and understand each other's concerns to help Singapore grow.

First, he will push for the younger generation of union leaders to work on the tripartite committees that are being set up under the SkillsFuture initiative to develop together nearly 25 sectoral manpower plans. Representatives from various government agencies, employer bodies and the unions will make up these committees.

Second, he said union leaders and government officials will be cross-posted to allow the younger generation to cross-pollinate ideas and understand each other's concerns and to build up trust.

"This is one very simple way for all of us to grow up together, knowing each other, understanding each other's concerns and be able to reconcile the difference at the working level.

"Starting from the later part of this year we will have officers from the civil service attached to NTUC and NTUC will similarly have an officer cross-posted to the civil service," said SG Chan.

And third, promising civil servants would be allowed to be attached to the unions for them to understand the challenges on the ground, first-hand.

TRIPARTISM'S VALUE

In his address, SG Chan also emphasised that tripartism has been one of Singapore's unique competitive advantages to achieve economic growth and social development in the last 50 years.

It has been a key driving force behind Singapore's transformation from a third to a first world country.

Among those attending the one-day forum at the Devan Nair Institute for Employment and Employability were International Labour Organization Director-General Guy Ryder, Manpower Minister Lim Swee Say and President of Singapore National Employers Federation, Dr Robert Yap.

A Beacon For Tripartism

Effective tripartism can clearly be seen in the outcomes, and Singapore has plenty to show.

By **Marcus Lin**

In his keynote address at the International Forum on Tripartism on 26 October 2015, International Labour Organization (ILO) Director-General Guy Ryder reflected on how far Singapore had progressed over the last 50 years, overcoming considerable obstacles to go from third world to first world "at an astonishing pace". Singapore's 50th anniversary also marks 50 years of association with the ILO as a member state.

He quoted the late Dutch economist Dr Albert Winsemius who said that Singapore's success was not a "miracle" but rather because of "hard-headed policies" and the collective efforts of its people.

ALL IN THE RESULTS

As tripartism should fundamentally be an important part of the way policies are made, Mr Ryder said this was not widespread enough. For it to work well, tripartism would be judged by results and that in Singapore "the results are plain to see."

He pointed out that tripartism cannot function without trust, a firm institutional base like what Singapore has, and it has to be conducted by independant representatives. Tripartism also would not work if it is resorted to as a last resort and when things get tough, he added.

On the challenges facing the ILO and the need to adapt and modernise tripartism, Guy Ryder observed from his dealings with Singapore tripartite leaders that Singapore is not ready to stand still and always looks to the future.

The Unique Edge

While it may be going through a state of decline in other parts of the world, tripartism in Singapore stands in stark contrast with its continuing vitality.

By **Marcus Lin**

Mr Sarosh Kuruvilla, Professor of Industrial Relations, Asian Studies and Public Affairs at Cornell University, said tripartism is going strong in Singapore during his presentation 'Tripartism Around The World' at the International Forum on Tripartism.

His studies show that tripartism is deeply institutionalised in Singapore with strong and continuous commitment of the top political leadership as well as NTUC and SNEF.

STRONG TRIPARTISM

Professor Sarosh said that the repeated use of tripartism in Singapore strategically and during crises has demonstrated its utility.

He cited the relatively stable representative organisations and the strong institutional web of relationships, whether formal or informal, as contributing factors to strong tripartism. He also noted the future focus of deepening tripartism to sectoral levels in Singapore.

Professor Sarosh pointed out that tripartism, which has been most developed and studied in Western Europe, has had limited success in most other parts of the world and is in a state of decline generally.

Banking On Trust

A strong and healthy trust bank is key for tripartism to grow and strengthen in the future.

By **Ramesh Subbaraman**

Tripartite leaders from all countries are pre-occupied with one goal, and that is exploring ways to transform the lives of workers so they become better, said Manpower Minister Lim Swee Say.

BUILDING TRUST

Summing up the day-long International Forum on Tripartism, he noted for this desired outcome, it is important that tripartism becomes a permanent feature in all nations.

Minister Lim explained countries have to ensure that tripartism survives not only during good times but also during bad times.

"During good times, it is important that we continue to build trust so that come to bad times, there is enough trust in the trust bank for us to draw on," said Minister Lim.

QUESTIONS FROM THE FLOOR

During the hour-long plenary session chaired by the Singapore National Employers Federation's former President Stephen Lee, forum delegates posed several questions.

Foreign delegates asked for details of benefits that foreign workers can enjoy when they work in Singapore.

NTUC President Diana Chia spoke about the role of the Migrant Workers' Centre in Singapore and efforts to ensure that foreign workers too are sent for training and upgrading programmes.

A local union leader from the Union of Power and Gas Employees (UPAGE) touched on the role for young union members in upholding tripartism.

In reply, NTUC Secretary-General Chan Chun Sing said: "We really have to start young and ensure that tripartism, as a philosophy and concept, is practised not just at the highest level but at every level down to the sectoral level.

"It is more important that before the issues get surfaced to the very top, at every intermediate level, we have the same tripartite spirit of cooperation, that they can resolve things at their level without having it to surface at the highest level."

He added that this spirit of trust must be maintained if the leaders change companies and jobs.

NTUC President Diana Chia

Minister of State for Manpower Teo Ser Luck

SNEF President Robert Yap

Tripartism's Impact Through The Years

By **Marcus Lin**

How tripartism evolved and the role it played in Singapore over the years from 1965 to date was highlighted in a joint tripartite sharing on 'Tripartism for a Competitive Economy and Inclusive Society' at the International Forum on Tripartism on 26 October 2015.

NTUC President Diana Chia traced the changes in Singapore from 1965 to 1997. She showed what brought about industrial peace, labour law reforms and industrialisation that reduced unemployment and curbed industrial and social unrest. The priority was to attract more investments to create many jobs.

She also touched on the National Wages Council which was the first Tripartite Committee set up in 1972, the tripartite productivity drive and wage reform that took place from 1980-1997 as well as the causes of and the effective tripartite response to the 1985 recession.

STAYING RESILIENT

SNEF President Robert Yap highlighted the role of tripartism in Singapore's resilience from 1998–2009. He gave examples like how tripartism helped in combating the 1997 Asian financial crisis, economic volatility in the early 2000s, the 2008/09 global financial crisis, SARS in 2003, H1N1 in 2009, and haze in 2013 and 2015.

Minister of State for Manpower Teo Ser Luck shared on measures for inclusive and sustainable growth from 2010 onwards in an evolving operating environment. This included developing skills for the future, promoting fair employment practices, encouraging work-life harmony, increasing employability of older workers, supporting low-wage workers, and supporting companies in transformation efforts to promote stronger business growth and better careers for Singaporeans.

聚焦劳资政协作

劳资政协作国际论坛于2015年10月26日在就业与职能培训中心蒂凡那学院召开。本期重点报道此次论坛的话题亮点。

全国职工总会秘书长陈振声致欢迎词

发展劳资政合作模式

职总秘书长陈振声表示，我国有必要培养下一代的劳资政领袖，让他们传承具有建设性的三方合作精神。

为实现这个目标，陈振声列出了几个今年商议要推动的事项，从而让政府部门、商业团体及工运组织的年轻领袖互相认识、了解彼此所关注的课题，以便携手合作，促进国家的发展。

- 让年轻一代的工会领袖参与未来技能计划名下的劳资政委员会，以便共同推展近25个行业的人力计划。
- 工会和政府政府机构将互相调借年轻职员，好让他们跨界交流概念，互相了解彼此的关切事项，进而建立互信。
- 政府将调派表现优越的公务员到工会里，让他们亲临工运所面临的挑战。

盖伊•赖德先生发表主题演讲

共襄义举

国际劳工组织总干事盖伊•赖德先生在他的主题演讲中反映了新加坡在过去50年来取得的进步，以及如何跨越重重障碍，以惊人的速度从第三世界国家迈入第一世界国家之林。

他引述前荷兰经济学家温思敏博士的话说，新加坡取得成功并非“奇迹”，而是归公于一套“缜密的政策”加上全民努力的结果。

他指出，劳资政协作不能没有互信，也要拥有一个像新加坡所制定的稳定制度作为基础，并且由独立代表负责执行。如果把劳资政协作当作最后的手段，或者等到事情变糟的时候才来施行都是行不通的。

谈到国际劳工组织所面对的挑战以及如何确保该组织与时俱进，盖伊•赖德表示，从他与新加坡劳资政领袖的来往中得知，新加坡不会停滞不前，而是时刻放眼未来。

萨如希•库卢维拉教授发表演讲

劳资政协作：维持强大实力

在康奈尔大学教导工业关系、亚洲研究和公共事务的萨如希教授在国际劳资政论坛上以“世界各国的劳资政协作”为题发表演讲。

萨如希教授在总结时指出，据他的研究，新加坡的劳资政协作已经高度制度化，无论是政府高层、职总和全国雇主联合会都抱着坚定的信念和恒定的决心执行劳资政协作。

从新加坡战略性地持续执行劳资政协作，以及多次依此化解危机证明了劳资政协作的有效性。他列举了相对稳定的代表性机构，以及机构之间正式的和非正式紧密关系网络为例子，说明造就新加坡劳资政协作紧密的因素。他也留意到，新加坡接下来将侧重在行业层次深化劳资政协作。

全体会议

体现互信的精神

在长达数小时的全体会议上，论坛代表提出外籍工友在新加坡工作时能享受些什么福利等等相关的问题。

职总会长谢秀慧在回应时讲述了外籍劳工中心在新加坡所扮演的角色，以及此中心如何努力确保外籍劳工的雇主也派送他们参与技能提升计划。

一名电力与煤气业工友联合会工运领袖提问，年轻的工会会员在维护劳资政协作这方面能扮演什么角色？职总秘书长陈振声回答：“我们确实有必要尽早在年轻会员群中推广劳资政协作理念，确保劳资政协作不只是在高层推行，也要深入到行业的每一个层次。”

“更重要的是，在问题未上升到最高层之前，每一个中层人员都能秉持相同的劳资政协作精神，彼此合作，在自己所处的层级内解决问题，免得提到最高层去处理。”他还指出，假若领袖转换公司和工作，原有的互信精神一定要保留下来。

与新加坡劳资政伙伴举行交流会

劳资政协作长年发挥的影响力

在交流会上，新加坡代表们以“劳资政协作促进经济竞争力和建立包容社会”为题，分享新加坡劳资政协作从1965年至今的角色演变过程。

职总会长谢秀慧谈及1965年到1997年的劳资政协作情况。她向与会者说明，这段时期劳资政协作使得新加坡享有工业安宁，能够顺利改革劳工法、推动工业化，以便降低失业率和遏制工业和社会动荡。在这期间，吸引投资从而创造更多的就业机会便为首要关键。

全国雇主联合会会长叶建国博士则着重谈从1998–2009年劳资政协作增强了新加坡的灵活应变能力。他举例说明新加坡如何依靠劳资政协作克服了1997年的金融危机，以及2000年代发生在2008/2009年的全球经济危机、2003年的萨斯威胁、2009年的H1N1禽流感和2013年与2015年的烟霾危害。

人力部政务部长张思乐则分享了劳资政三方制定措施，力求在2010年起便不断变化的环境中取得包容性和可持续性的增长。这些措施包括发展未来科技、推动公平雇佣实践、鼓励工作生活和谐、加强年长工友的就业能力、支持低薪工友，以及支持公司推行重组，以促进业务强劲增长，拓宽新加坡人的职业前景。

因应变化 满足需求

工运以关怀工友、公平对待工友、与工友成长为出发点，制定工运2019的工作愿景，以满足工友的需求。

全国职工总会秘书长陈振声在职总全国代表大会召开的首日举行的记者会上表示，工运面临的挑战包括商业环境变化、就业境况、工友的需求，以及如何持续发展劳资政协作。

陈振声在谈及工运朝向关怀、公平、成长这三大愿景时指出，在劳工队伍不断发展的同时，满足工友的需求也相当重要。

他说：“工运面临的其中一个挑战是如何照顾在一直蜕变的环境中工作的工友。例如年轻一代的专经执人员，他们对职业生涯的进展、发展，以及交流机会等存有较高的期望，工运必须给予重视。”

深入探讨

四年一届的职总全国代表大会于职总娱乐城举行，共有800名工会领袖及职总社会企业的代表齐聚一堂，共同讨论工运所面对的问题。

工运遇到的障碍之一是如何确保工友得到较好的照顾。为了因应就业市场的变化，工运推出了渐进式薪金制，只可惜仍有一部分雇主罔顾工友提升自身技能的需要，乃至于对年长工友的培训也显得意兴阑珊。

当今的就业环境出现了机器人的应用，这有可能会导致工友被替代，进而失去工作。与此同时，市场上又缺少高科技人才，导致了结构性失业的现象。

与会代表也关注工友的公平待遇问题，例如如何增强以新加坡人为核心的工作队伍，以及照顾年长工友，提供满62岁工友重新雇用的选择等等。

除此之外，大会还强调推广工运的重要性，以便确保工友继续享有更大的发言权。预计到了2015年年底，我国工会会员人数将达到90万之众。

保持领先

尽管面临挑战，陈振声秘书长对于工运的未来还是充满信心。

> **“职总必须因应变化，领先于挑战，并协助工友做好应对未来的准备，确保他们掌握的技能不单适用于今天，也能适应往后的需求。这就是为何我国工友能继续独占鳌头，组成全球最具竞争力的劳动队伍的原因所在。”**

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ANDROID

“职总周报

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迈向工运2019三大目标：关怀工友、公平对待工友和与工友成长

陈振声秘书长赞扬工会领袖奉献精神，为帮助新加坡工友坚定不移。

全国职工总会秘书长陈振声再三强调，无论遇到什么挑战，工运将以三管齐下的方式，坚持三个基本使命。那就是：关怀工友、公平对待工友，以及和他们一起求取成长。

他是在职总全国代表大会举行第二天之后在媒体分享会接受记者采访时发表上述谈话。

优先事项

第二天的交谈会侧重讨论根据三个优先领域而制定的各项计划 。

在关怀工友方面，陈秘书长表示：“关怀工友的最佳途径是创造一个有利于制造良好工作的优良环境，如此工友便可以继续享受优渥的薪金以更好地照顾他们的家庭。”

“接下来的问题是如何创造优良的环境？这须要花些努力，但其中最重要的是如何让劳资政模式可持续地发挥影响力。为此，我们须要培养年轻一代的劳资政领导班子，好让他们站在行业前线，创造积极的环境以吸引投资者前来。”

公平与成长

谈到公平对待工友，陈秘书长指出，职总将继续和人力部紧密合作，确保新的就业模式能公平对待新一代的工友。

他说：“另外，我们也将继续通过提供更多优质的工作，以及提高工友技能，壮大以新加坡人为核心的工作队伍。

提到促使工友成长这方面，他表示职总将在几个领域加紧努力：首先是推动未来技能。陈秘书长说这是为了要确保工友能够掌握适应今日以及明日工作所需的技能。

其次，考虑到会员的增长和多样化，陈秘书长说将通过更多管道和沟通方式，向工会会员传达工运的使命。

他也提及新加坡工会领袖的奉献精神：“我们的工会领袖献身服务工友并非为了名利，而是因为他们真心关怀工友，一心想要改善他们的生活。”

> **“为了鼓励他们，我们一定要帮助他们掌握所需的技能，以及培养他们抱持正确的态度，永远以国家和工友的利益为先。”**
>
> – 全国职工总会秘书长陈振声

新选出的中央委员会

陈秘书长指出，10月29日职总选出了新一届的中央委员会委员。他们将肩负起两大责任，除了个人须负起行业和工会的责任，也将受委承担跨行业的责任，实现工运2019年所制定的三目标。

职总新选出的中央委员一共21名，以领导工运朝新的方向前进。

（21名新中委的照片刊登在第6页。）