

## Keep The Labour Movement's Lifeline Running



By  
Vanessa Teo

**B**eing in the rat race with China in a booming economy no doubt poses a challenge for Singapore, but she has one secret weapon to keep her up and ahead in the race - tripartism. This was shared with delegates at the Singapore Union of Broadcasting Employees' 10th Triennial Delegates' Conference on 30 September 2010 by NTUC Secretary-General Lim Swee Say who was the Guest-of-Honour at the event.

"In Singapore, tripartism has been our secret weapon. In good times and in bad times, we were able to keep running ahead faster than anybody else... For the next 10 to 15 years, what we intend to do is to continue to run as fast as we can, and at the same time continue to make sure that tripartism will be stronger by the year, because the day when tripartism weakens, I think it's the day when we are likely to lose our competitiveness and speed," said SG Lim.

And so for the Labour Movement to play its role well in the tripartism framework, SG Lim emphasised that it is important for membership growth and leadership renewal within the Labour Movement to "ensure that it will continue to remain strong for a long while more". Therefore, in order to push for membership growth, SG Lim shared that the Labour Movement will adopt the Concentrate and Dominate strategy.

SG Lim said: "We are going to reorganise our union structure so that every union will Concentrate and focus on a few growth sectors and at the same time Dominate, meaning we have to prepare to move in proactively to reach out to all collars of workers, all ages and all nationalities of workers, so that the Labour Movement will be able to best serve these workers in these sectors".

Recognising that the Labour Movement is also facing two challenges in the area of leadership renewal, with the number



NTUC Deputy Secretary-Generals Halimah Yacob (right), Heng Chee How (third from right) and Secretary-General Lim Swee Say were among delegates at the SUBE 10th Triennial Delegates' Conference.

**My priority is to nurture my successor, because it is important that the Labour Movement will always have young leadership. Younger and better leaders, who can think and run faster. That is the best assurance for the Labour Movement."**

**Lim Swee Say, NTUC Secretary-General**

of union leaders dwindling as well as facing an aging leadership, SG Lim said that the Labour Movement will focus on how it can attract more leaders to come in, how it can nurture them and how it can sustain the process of leadership renewal, and this will be done using the 3F Model.

"Every union will be tasked to contribute to the Flow In process. We are going to monitor

how unions are going to attract new blood into the union leadership. Secondly, Flow Up. Once unions bring them in, how are they going to nurture them and help the younger ones take on greater responsibility. And thirdly Flow On, meaning how we facilitate a more systematic way of leadership renewal... Flow On means you relinquish your position, but it does not mean 'bye bye' forever," said SG Lim.

## SLF Re-Affirms Commitment To Support LM

SINGAPORE LABOUR FOUNDATION

By Naseema Banu Maideen

**A**t its Annual General Meeting on 24 September 2010, the Singapore Labour Foundation (SLF) re-affirmed its commitment to support and sustain the Labour Movement's initiatives. SLF has continued with this strong support yearly even with highly volatile income that is inevitable with significant fluctuations with its investment portfolio.

SLF Chairman Mr Mah Bow Tan reiterated that the Labour Movement needs steady support on a year-to-year basis to sustain its initiatives and that SLF has put in place a prudent spending policy to ensure continuity for funding of the Labour Movement's programmes over the medium term.

SLF has well played its role in living up to its mission of furthering

the development of the trade union movement by contributing to the welfare of workers, members and unions. Enhancing workers' employment and employability, developing effective NTUC Social Enterprises, growing an inclusive and vibrant membership base, helping less privileged members, developing strong union leadership as well as promoting harmonious industrial relations and tripartism are some of the core areas in which SLF has contributed significantly. Another key aspect is that SLF continued to strengthen its commitment to foster good corporate governance and risk management.

Leadership changes were also a key highlight at the AGM. With the term of office expiring for two directors - Mr David Wong Chin Huat and Mr Lim Swee Say - Mr Wong retired as Director of SLF while Mr Lim Swee Say was re-elected to serve in the Board. Ms Tan Hwee Bin, Executive Director of Wing Tai Holdings Limited, was newly elected as Director.

# Bringing MICA And The People Closer

By **Lin Jiahui**

As part of the Ong Teng Cheong Labour Leadership Institute's ongoing dialogues with national leaders, the dialogue session with Acting Minister for Information, Communications and the Arts (MICA) Mr Lui Tuck Yew held at the NTUC Centre on 21 September 2010 aimed to foster better understanding between the government, people and other stakeholders.

Mr Lui shared that the ICT industry in Singapore had been performing well, noting that the sector did well even during the recent global recession. He pointed out that IT hubs of big MNCs such as BNP Paribas and Citi have relocated here to service the wider ASEAN region.

Mr Lui further highlighted that as part of continuing efforts to attract and encourage innovation and to seed more opportunities for the creation and adoption of innovative solutions, a nationwide optical fibre network is being built to link up every home and business, and would be ready by 2013.

Using roads as an analogy, Mr Lui said that a fibre network was similar to widening roads so that more traffic could pass through quickly. "Currently we are trying to enlarge the pipe; so that more information can flow in. There are some things we are unable to do without the high speeds of the network. Overall, it would be a rich learning experience for students, consumers and businesses alike," Mr Lui said.

Aside from infrastructure developments, Mr Lui also highlighted efforts to ensure that two



NTUC Secretary-General Lim Swee Say (left) and Acting Minister for Information, Communications and the Arts (MICA) Mr Lui Tuck Yew (right) engage the crowd in a dialogue session.

groups in the community would not be left behind in the technology pursuit; that of the lower-income families and the senior citizens. Mr Lui shared that IDA has embarked on the "NEU PC Plus Programme" to offer brand new computer bundles and broadband subscriptions to low-income families in Singapore with school-going children.

Furthermore, to increase seniors' adeptness in using infocomm, IDA has also introduced courses and training incentives to facilitate IT learning. There are eight Silver Infocomm Junctions that provide senior citizens with customised IT training at affordable rates. Two

new Silver Infocomm Junctions will be added to the eight facilities to serve seniors at Buona Vista and Canberra from October and November this year.

Mr Lui also touched on the possibility to reduce TV licensing fee. His stand was to maintain the status quo as it was important that the local channels continue to command a certain share of viewership in order to disseminate important information and reached out to Singaporeans.

One member of the audience also queried if it was feasible to bring back dialect programmes to free-to-air television channels.

"We have gradually relaxed the regulations such as allowing the reporting of dialect news on radio and occasionally allowing overseas artistes to perform dialect songs on charity television programmes. We need to understand the implications of everything the government advocates and be clear of the consequences and benefits towards the young and the old," said Mr Lui.

As the final note, Mr Lui shared that Singaporeans can get ready to welcome the fibre installation to their homes and offices this year. OpenNet, the consortium charged with laying the foundation for Singapore's upcoming ultra high-speed broadband network, has offered free fibre installation to all homes. Mr Lui encouraged the audience to accept OpenNet's offer, as upon rejecting this initial offer, homeowners would have to pay should they decide to change their minds subsequently.



## Better Bonding For Better Productivity

### Place

Diethelm Keller Aviation Pte Ltd



### Bottleneck Found

In order to bond aluminium sheets with high performance polymer foam, it required six to eight men who worked on two different shifts. The adhesive material needs to be manually applied with hand rollers. The bonding panels then had to be brought over to another work area to be compressed with a fixture.

### Bottleneck Broken

The company invested in new spray booths and ancillary equipment to replace the old process to bond different materials together. The new spray equipment allowed the materials to be sprayed with contact adhesive instead of using hand rollers, resulting in better quality products.

### Outcomes

Now workers do not have to mix the new contact adhesive, unlike the previous work process and they also undergo skills upgrading to handle new equipment. The new work process only requires three workers on one shift.



**“ At MIWU, we fully support Diethelm Keller Aviation’s steadfast commitment to achieve breakthrough in productivity. We will continue to work hand in hand with the company moving towards sustainable growth and better life for all.”**

**Tan Chai Kun, Metal Industries Workers’ Union General Secretary**

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

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# Practising Prudence For Continued Support



By  
**Naseema Banu  
Maideen**

**T**he Singapore Labour Foundation (SLF) re-affirmed its commitment to strongly support the Labour Movement's initiatives at its Annual General Meeting

on 24 September 2010. SLF has lived up to provide a steady support to sustain the Labour Movement's initiatives yearly even when its income is highly volatile with significant fluctuations with its investment portfolio.

Said SLF Chairman Mr Mah Bow Tan: "... We understand that the Labour Movement needs steady support on a year-to-year basis to sustain its initiatives. Hence, we have put in place a prudent spending policy that ensures continuity for funding of the Labour Movement's programme over the medium term."

He also shared that over the last three years, on an annual basis, despite the economic ups and downs, SLF has contributed a total of \$85.9 million to the Labour Movement, and retained \$67.5 million for reinvestment and future expenditure.

## Effective Risk Management

SLF kept focused on good corporate governance and risk management. The SLF Audit Committee chaired by Mr Bobby Chin oversaw the review of the Code of Ethics and



formulation of a whistle blowing policy for the SLF Group. A three-year internal audit plan for the SLF Group was also out in place.

## Growing With The Labour Movement

SLF has extended support to NTUC's Social Enterprises to continue to grow and bring a wider span of benefits to workers and their families.

## Keeping Up The Employability Beat

NTUC's e2i (Employment and Employability Institute), which was set up jointly by SLF and NTUC in 2007, with support from the Singapore Workforce Development Agency, helped 64,500 workers in 2009, of which 29,400, landed in better jobs.

## Assisting Lower-Wage Workers

In 2009, SLF contributed to the Labour Movement's fund raising efforts by donating the single largest amount of \$8.5 million towards the U Care Fund, which raised a total of \$23.2 million.

## Shaping Up An Inclusive Union Membership Base

SLF also played a key role in the setting up of the U Portal for the Labour Movement. Funds worth \$6.5 million have been committed over three years from financial year 2009/2010 to financial year 2011/2012 to the U Portal project.

## Grooming Leadership Capabilities

\$1.8 million was granted to the Ong Teng Cheong Labour Leadership Institute to support union leadership growth through union leaders' engagement programmes. SLF has also set aside \$2 million to increase the pool of Industrial Relations Officers to support the unions.

## Growing NTUC Social Enterprises

SLF committed a total of \$6 million to the Social Enterprise Development Fund to support the capability development of NTUC's Social Enterprises from 2007 to 2009. The SEDF has funded 40 projects worth \$4.7 million as of end FY 2009/10.

## New Leadership

The AGM also saw the stepping down as well as re-election of directors. While the term of office of two directors, Mr Lim Swee Say and Mr David Wong Chin Huat expired at the AGM, Mr David Wong retired from the Board after nine years of dedicated and invaluable service.

Mr David Wong's association with SLF and the Labour Movement started 26 years ago, when he was involved in the setting up of NTUC Pasir Ris Resort (now known as Costa Sands Resort Downtown East).

In recognition of his contributions, the NTUC had conferred Mr David Wong the Distinguished Service (Star) award at the May Day Dinner this year. Mr Lim Swee Say was re-elected as Director of SLF for a term of office of three years. At the same time, Ms Tan Hwee Bin, Executive Director of Wing Tai Holdings Limited, was also elected as one of the Directors. Ms Tan is also the newly appointed Chairman of NTUC Healthcare Co-operative Ltd and a Director of NTUC Fairprice Co-operative for the past few years.



Mr David Wong (right) retired as Director of Singapore Labour Foundation after 26 years of service to the Board.

“During the economic downturn, SLF stood shoulder-to-shoulder with the Labour Movement to help affected union members, workers and their families. As the economy recovered, we continued our funding support for the Labour Movement's initiatives, especially to develop capabilities that would strengthen the Labour Movement's engagement of workers, help workers seize job opportunities in the upswing, and increase workers' resilience to cope with future economic challenges.”

**Mah Bow Tan, Chairman, Singapore Labour Foundation**

# Changi Airport To Make Service Fly

By Nicolette Yeo

**T**he Changi Experience you love so much just got better. And this is thanks in no small part to the Changi Airport Group's (CAG) risky faith in "putting customers second and our people first", one of their core strategies for enhancing service levels.

But their faith has been rewarded. The group reported an improvement in their score in the latest Customer Satisfaction Index of Singapore from 71.6 to 73.7. This is noteworthy considering that tourist arrivals to the country has increased significantly in recent months.

CAG's Chief Executive Officer, Mr Lee Seow Hiang, said: "This may sound counter-intuitive in a society that always puts the customer first, but we firmly believe that by putting people first, making them absolutely engaged and in love with Changi, we will end up attracting and retaining superior employees, and over time increase the odds that our hospitality and service will see a quantum leap.

"In the end, engaged employees strive not just to satisfy our passengers but also to thoroughly delight and astonish them, so that the passengers will rave about the Changi Experience and encourage their family and friends to check us out."

Mr Lee was referring not just to CAG's employees but to the 28,000 people who work at Changi Airport.

This revelation was made at the company's Customer Centric Initiative Icon Showcase on 28 September 2010 which saw CAG unveil 12 new initiatives to take service standards to new heights. They include providing personalised service to every customer; offering a stress-free experience in a relaxed environment; and delivering positively surprising moments to encourage repeat visits.

CAG is the first of four CCI Icons tasked to achieve a breakthrough in service standards for Singapore. The others are Sentosa Development Corporation, Ion Orchard and Wing Tai Clothing.

Guest-of-Honour NTUC Secretary-General Lim Swee Say noted that although Singapore fell from 10th to 18th in the ranking for service orientation in the World Economic Forum's Global Competitiveness Report, Singaporeans should not feel disheartened because progress has been made in raising service standards.

"The target now is not just to make progress but to make progress faster than the rest of the world," he said.

SG Lim, who toured the new initiatives, was particularly impressed by the Instant Feedback System (see box story for details) because



it offered an unwavering focus on achieving superior service quality.

"If you look at the platform, it is something quite common in Singapore, like getting customers to provide instant feedback. I see them in many places, like restaurants, cinemas, and so on. What makes the difference here is that they implement this with a purpose in mind, and the purpose in mind is to continue to be better in their service quality, in their customer satisfaction," he said.

He added that the implementation of good service standards could lead to increased productivity provided bottlenecks were overcome in the process.

"If you are able to look for the bottleneck, and you break the bottleneck, productivity will go up. But if you are unable to find the bottleneck, and instead, keep putting on manpower to solve the problem, you can achieve a higher level of satisfaction but your productivity may not go up."

SG Lim urged more companies to follow in CAG's footsteps: ***"If you are not world class yet, strive to be world class. Because if you don't strive to be world class, you will never be world class - no one is going to solve the problem for you. For those of you who are already world class or near world class, try to be even better just like Changi Airport because the race is an unending one."***

## Worker-centric Plans

- A one Changi culture is being promoted to heighten the sense of belonging amongst all staff. Part of the plan is for frontline staff to wear new uniforms that reflect the Changi identity and Changi Airport logo.
- With SWIFT, a new automated feedback system, customers can now provide instant ratings with the Instant Feedback System (pictured) on the service levels at key touch points such as service counters, retail outlets and washrooms. This encourages the staff to constantly deliver better service because they may receive immediate commendation.
- The Valuing Our Tenants' Excellence Service scheme rewards staff of tenants who have provided outstanding service to customers. Currently on a pilot scheme at restaurants, patrons can use the feedback system under SWIFT to vote if a service staff deserves a monetary incentive.
- A Workforce Survey led to the implementation of measures to improve teamwork and communication as well as smaller items such as short rest breaks during shifts and hot water dispensers.



## SISEU And POU Advisor Dr Balaji Sadasivan Passes Away

**W**ell-liked Advisor to the Singapore Industrial and Services Employees' Union and the Port Officers' Union Dr Balaji Sadasivan passed away on 27 September 2010. Dr Balaji, who was Senior Minister of State, Ministry of Foreign Affairs, succumbed to colon cancer. He was 55 years old.

The former neurosurgeon was elected Member of Parliament for Ang Mo Kio GRC (Cheng San) in the



November 2001 General Elections. Dr Balaji served as Minister of State in the Ministry of Health, Ministry of Environment and Ministry of Transport. Subsequently, he became Senior Minister of State in the Ministry of Information, Communications and the Arts and Ministry of Health before being appointed Senior Minister of State in the Ministry of Foreign Affairs. He was also very active in community work.

Dr Balaji is survived by his wife Dr. Ma Swan Hoo, his son Dharma Yongwen and daughter Anita Jiawen.

# CBF Boost For Electric Dreams

New Innovation For Advanced Wafer Level Packaging Technology Benefits Workers, Electronics Industry



By  
**Nicolette Yeo**

**O**ne innovation, three Cheaper Better Faster achievements. With the introduction of 300mm embedded Wafer-Level Ball Grid Array (eWLB) in April this year, STATS ChipPAC Ltd has successfully raised the productivity of its workers (Cheaper), created a superior quality product (Better) and adapted to the demands of the market (Faster).

The company also holds the honour of being the first semiconductor firm in the world to introduce 300mm eWLB manufacturing capabilities, thus making it a leader in eWLB technology. eWLB is an innovative technology that delivers a high performance, power efficient semiconductor solution that meets the growing demand for smaller size, increased functionality and lower cost for mobile and electronic applications.

Mr Tan Lay Koon, its President and Chief Executive Officer, explained: "eWLB is the new generation of patent technology that provides significant performance, size and cost benefits compared to current packaging technologies and will enable the new world of convergence devices such as smart phones and smart books."

The 300mm wafer format is also an improvement on the current 200mm format because it benefits both customers and workers. Mr Tan detailed: "The transition from



**“Singapore continues to play an important role in the semiconductor industry, from research and development activities to high-tech manufacturing of leading edge technology such as eWLB. STATS ChipPAC has demonstrated that the CBF strategy can help increase their productivity and manufacturing output and employees can look forward to contributing with higher output and growing with the company.”**

**Halimah Yacob, NTUC Deputy Secretary-General and UWEEI Executive Secretary, who was present at the grand opening of STATS ChipPAC's 300mm manufacturing operations for eWLB.**

200mm to 300mm provides our customers with significant cost benefits from higher throughput, efficiency and economies of scale. This, we believe will further accelerate the adoption of eWLB technology in the industry.

"Moving to 300mm wafer manufacturing has also enabled STATS ChipPAC to increase the

productivity and value add per worker by more than 200 per cent compared to current output and will provide employment to 300 workers by the end of this year."

Mr Tan was speaking to the more than 150 local dignitaries, customer representatives, business partners and management at the grand opening of company's establishment of the world's first 300mm high volume manufacturing operations for eWLB on 15 September 2010.

STATS ChipPAC's achievements in increasing the productivity of its workers are particularly impressive and can be attributed to its close collaboration with the United Workers of Electronic and Electrical Industries and the Singapore Workforce Development Agency on skills upgrading, training and productivity.

Through the extension of its 100 per cent Proficiency@ training system, the company has equipped its workers with the necessary skills to handle the highly advanced 300mm eWLB manufacturing operations as well as promote them to a higher job skill level.

In anticipation of the growing demand for the new 300mm eWLB, STATS ChipPAC plans to double its workforce within the next two years. Future employees will have access to new skills in advanced wafer level packaging technology which is currently available only in Singapore.

The event also celebrated the company's achievements of over 35 million eWLB units shipped to date.

## Woof! Woof! Sniffing Out Pests Productively



Story and picture by  
**Vanessa Teo**

**T**ermites in my house? Impossible, I just had it treated about a week ago." This was what one customer assumed, until Pippa proved her wrong. And right at the store room where she had the treatment done, termites were found.

Four-year-old Pippa is the first termite detection dog in Singapore and is owned by ORIGIN Exterminators Private Limited. With this new addition to the ORIGIN family, productivity level has gone up tremendously, and the quest for termites has become more efficient as well. What took humans one hour to search for termite infestation in a terrace house can now be done in 10 minutes with Pippa's help, and this was attested by ORIGIN Detection Handler Anandan s/o Vythalingam.

"The traditional method used to find termites was to use a torch and test pen to look for mud trails, as well as to use a thermal camera to see which areas have a higher moisture level, where termites are more prone to hide. If the wall is big, this might take us two to three days. However with Pippa, you just need to bring her to the place, and she will pick the termite scent up very quickly, and pull you to the area with the termite infestation. This takes only about 10 minutes," said Mr Anandan.



Mr Anandan s/o Vythalingam together with Pippa is a shining example of upping productivity in a different way.

And when Pippa sits down, and uses her paw to scratch on an area, she means to tell Mr Anandan that the termites are there. And each time she successfully identifies the correct area, Mr Anandan will reward her with a treat.

This method of rewarding is very much in line with the Labour Movement's direction

towards Best Sourcing Initiative, where companies are encouraged to award contracts to workers who can perform best, rather than just going for the cheapest deal. The Unit for Contract and Casual Workers has been long advocating this initiative and on top of that, has also been engaging companies to jump on the productivity bandwagon. ORIGIN is one such company that UCCW has engaged, and explored with, opportunities where they can work together to increase productivity.

Said UCCW Director Zainudin Nordin: "This is a good example of how companies in the pest control sector can explore on ways of innovation to improve productivity in their work processes. Productivity improvement can exist in many forms and many ways, and through this story we hope more companies will re-invent and re-think their operations models to make similar breakthroughs in innovation, even in a small scale that can trigger significant productivity enhancements."

And so in Pippa's two years or so in Singapore, she has helped increased productivity, fully living up to the Labour Movement's mantra of becoming 'Cheaper Better Faster'. 'Cheaper' by being able to identify termite infested areas quicker, 'Better' by providing more accurate results of where the termites are infesting, and 'Faster' by responding to the market needs of wanting to eliminate pests quickly.



# Unionists Dive Into Social Media



Story and pictures by  
**Vanessa Teo**

It started off with Friendster, went on to Facebook, My Space, and shortly after, Twitter emerged. It is undeniable that social media has begun to take its foothold in society, and the Labour Movement acknowledges that this is a new platform to improve communication and support membership growth.

Thus, NTUC's Ong Teng Cheong Labour Leadership Institute together with NTUC's IT Department developed a Social Media Education Framework to roll out training in a systematic approach where three core programmes were identified. The first core programme, titled Social Media Executive Class, took place on 23 September 2010 and was focused on reaching out to NTUC Central Committee members and the top three leaders of the unions.

With more knowledge on what the social

media is about and learning some hands-on skills, unions can then establish their social media presence and actively use the social networks to support their 3R (Recruitment, Retention and Relationship) membership strategy.

The course was well received by the 33 union leaders present and Keppel Employees' Union President Mohamed Yusop Mansor, who is also a Facebook enthusiast, saw this as a great platform for him to learn more about Facebook.

"The course is excellent. For me it's not new, but I want to go deeper in learning more about social media and I want to become a champion of Facebook, to know what more I can do with it to reach out to others. It's the right time to engage us union leaders on social media, and I hope all union leaders will join this programme," said Mr Mohamed.

## Lesson Learnt

“ Social media is just like a tide that comes along and we have to embrace it otherwise we will end up like the Swiss watch companies in the 70s. They didn't embrace the Quartz watch because they thought the mechanical watch is still going strong. Because of that they almost went out of business. So similarly, if you don't embrace social media, it will just be repetition of the past.”

**Ong See Ham, Public Utilities Board Employees' Union President**



“ The world is changing and social media for us is very important. We get a lot of information nowadays from Facebook and YouTube, and through these channels we can also let our members know of upcoming activities and functions. So it's definitely good to learn more about social media.”

**Fang Chin Poh (above right), National Transport Workers' Union General Secretary**

## FDAWU@NTUC: Social Media Class Paves The Way To Go!

5 minutes ago

The Food, Drinks And Allied Workers' Union also jumped on the social media bandwagon and is the first union to send its workers for a course relating to it. On 28 September 2010, FDAWU sent its union leaders to the course titled Social Media 101: A Hands-On Approach, which was organised by NTUC's Ong Teng Cheong Labour Leadership Institute and supported by NTUC LearningHub Private Limited. This is part of the Social Media Education framework that was developed earlier on by OTC Institute and NTUC IT Department.

Acknowledging that social media is now a means to effectively send out messages in



And there was NTUC Deputy Secretary-General Heng Chee How sitting at the back of the class getting engaged with social media too.

“ Actually, I knew nothing about blogs or twitter. I don't even know how to create an account or log into one. But now I know how to do it. For our age, it may be a little tough to catch up, but ultimately I managed to do it. Now I can communicate with my members faster and with my friends all over the world as well!”

**Azan Mohd Noor, FDAWU affiliate Singapore Food Industries Branch Secretary**

a much quicker way, FDAWU General Secretary Tan Hock Soon sees it as an important aspect that union leaders should be alerted to.

He said: "In the past, in order to communicate to our members, we needed to send out letters, circulars and forms. But now with the social media platform, they can download instant information from our website and such, and no longer need to wait for our letters or circulars to reach them. So it is necessary that our union leaders be equipped with the relevant skills so that we can constantly be in touch with them through these social media platforms."

During the course, union leaders had the chance to create their own Twitter, Facebook and YouTube accounts as well as set up their own

blogs. And going a level deeper, they also learnt how

to integrate their various accounts together which left some union leaders extremely excited. One of them was M Hotel Committee Member Lim Poh Chai who learnt something new.

"I learnt how to create events using the accounts I have set up, and now I can use this platform to communicate with my members to inform them of our events," said Mr Lim.

At the end of the course, union leaders also 'graduated' with each one of them receiving a certificate from NTUC LearningHub marking their new beginning with the new media.



# Leading CBF To The Next Level With Innovation

By **Naseema Banu Maideen**

**A** wireless shopping kiosk. An on-demand entertainment music station. These are some exciting ways through which Toshiba TEC Singapore Private Limited has planned to bring innovative solutions to its customers. These solutions were made possible with its Innovation Studio, which was launched by NTUC Secretary-General Lim Swee Say on 23 September 2010.

The company, unionised under United Workers of Electronic and Electrical Industries clearly demonstrated how it has embarked on taking the Cheaper Better Faster flight to the next level, from expanding its activities focused on CBF Production to also embrace CBF Innovation. It has charted two strategies targeted towards the CBF journey.

Explained Mr Takeshi Hiyoshi, President and Chief Executive Officer, Toshiba TEC Singapore Private Limited: "We are growing our business in both our core business directions. One is manufacturing - the hardware provider and the other one is the software - the solution provider. On one hand, we focus on lean management to enhance production.

"On the other hand, to expand the business and to develop our customers' base, solutions and applications, innovation is key. So, we are opening this Innovation Studio and have introduced our innovative products to our potential customers."

SG Lim and union leaders of UWEEI had an experiential learning journey as they toured the new Innovation Studio.



Supermarkets Of The Future... A solution of innovation at Toshiba TEC Singapore Private Limited.

**"This Innovation Studio will work with an interactive approach. We want to introduce our solutions and listen to our customers' demands, wants and needs; we want to think together with our customers on solutions and products which are necessary for the future. This way, we will be connecting to innovation for CBF solutions."**

**Takeshi Hiyoshi, President and Chief Executive Officer, Toshiba TEC Singapore Private Limited**

They were introduced to a mobile, 'cashierless' supermarket. With a shopping basket and a mobile scanner in hand, shoppers can pick up their grocery items and scan them on the spot. With this mobile solution, packing is also done instantly and payment can also be made at the same speed at the self-check out counters. This hassle-free solution eliminates the

**"Toshiba TEC's focus is not just on production but on providing total solutions to their customers' needs. This requires them to innovate all the time so that they can provide solutions that are CBF. They are also looking at expanding the range of products produced by the Singapore plant. This is a strong show of confidence in our system and our workers. They also agreed that the good relations with the union had made the difference."**

**Halimah Jacob, NTUC Deputy Secretary-General and UWEEI Executive Secretary**

need to unload items and queuing time.

Said UWEEI General Treasurer Richard Tan: "Both UWEEI and the management have been working closely on this new product breakthrough for retail industries in Singapore."

While SG Lim commended the company's approach of bringing together "CBF Production and CBF Innovation" which will contribute to the "SIP" economy - a highly skilled, highly innovative and highly productive economy - advocated by the Economic Strategies Committee, he also urged the company to adopt an additional dimension to bring these CBF solutions beyond just their customers and reach out to their customers' end consumers.

The company was encouraged to look into this dimension in its innovation journey.



By **Vanessa Teo**

**I**mplement flexible work arrangements and get incentivised'. Does this tagline sound too good to be true? As much as one does not believe, this is true and NTUC Women's Development Secretariat's Senior Specialist Kathy Chow can confirm this.

As part of the Back2Work team, Madam Chow is tasked with the marketing and administration of the Flexi-Works! funding to encourage employers through incentives to implement flexible work arrangements. And as a mother herself, she can see the benefits of having flexible work arrangements for this group of women.

"It is really meaningful for me because as a mother of three young children, I can relate to the tight schedule most working mothers experience, and the rigidity of the working time does not help at all. With more flexibility, I am certain more female talents lost to motherhood will be attracted back into the workforce," said Madam Chow.

Joining NTUC WDS in June 2008, Madam Chow also had the opportunity to engage in

## Get Incentivised For Flexibility



NTUC Women's Development Secretariat Senior Specialist Kathy Chow (standing) at a Flexi-Works! Briefing on 7 April 2010.

job-matching for women jobseekers at the beginning of her career with NTUC WDS, and she truly derived satisfaction when she knew she managed to help a woman jobseeker.

Madam Chow shared: "Making use of my experience in Human Resource, I managed to help a woman who was unsuccessful in one of our recruitment drives to get into another job. For me, it was actually just a part and parcel of my job. But when I received a 'thank you' card detailing how grateful she was and how she really needed the job to sustain her family, I truly appreciated the significance of my work."

And as she derives satisfaction from her job daily, Madam Chow also has her fair share of challenges. But with her dedication to

help, Madam Chow in this instance managed to turn adversity into an opportunity to help an employer hop on to the productivity bandwagon.

"Some employers think that the Labour Movement is under Government ruling, and they provide me with a lot of feedback expecting me to do something about it. I then take time to explain our symbiotic relationship with the Government and assure them that relevant feedback will be surfaced. However, it does not always work as some employers find the need to vent.

"In order to overcome this, I will first seek to understand the employers' point of view before explaining the Labour Movement's standpoint. For instance, an employer was scratching his head as to why despite offering flexible work arrangement, there was little to no take-up of his vacancies by locals. Upon further probing, I realised that his company was offering relatively low wages as compared to the industry average. Thus, I encouraged him to think of ways to improve productivity so that additional revenue can be channeled into better wages and further training to continue improving the productivity of his workforce," said Madam Chow.

Moving forward, Madam Chow will work towards building a culture of flexibility in the workforce for both workers and organisations.

# SMOU Scores A First At ITF Congress



SMOU Executive Secretary Mary Liew (third from right) flanked by delegates at the ITF 42nd Congress.

By **Marcus Lin**

**S**ingapore Maritime Officers' Union (SMOU) Executive Secretary Mary Liew made history at the International Transport Workers' Federation (ITF) 42nd Congress in Mexico from 5-12 August 2010. She became Singapore's first woman to be elected into the Executive Board of the ITF representing the ITF Asia/Pacific Region.

The ITF is a global union federation (GUF) for the transport sector with 760 affiliated trade unions and 4.69 million members in 154 countries. Affiliates from Singapore include SMOU, Singapore Organisation of Seamen, Port Officers' Union, Singapore Port Workers Union and National Transport Workers' Union.

The ITF's 42nd Congress was the largest in its 114-year history. Some 1,376 delegates, advisors and observers from 368 unions and 112 countries attended. A total of 13 delegates

were from Singapore.

Held every four years, the congress brings together transport workers and their representatives the world over to debate issues and decide on policies as well as how, why and where ITF will campaign to improve conditions, working lives and freedoms that affect transport workers and the wider public.

SMOU General Secretary Thomas Tay was elected as the Asia/Pacific Regional Vice-Chair of the Seafarers' Section Committee. Mr Tay and SPWU General Secretary Ameer Hamzah were elected into the Fair Practices Committee (FPC) as members. In addition, Mr Tay was elected as a member into the FPC Steering Committee. Ms Liew was also elected into the Credentials Committee to examine and approved the credentials of delegates who had registered.

In her plenary session speech, Ms Liew

spoke of the importance of the young and women in building strong unions: "Our unions in Singapore recognise the important role of women in our Labour Movement and we work closely with NTUC. The NTUC Women's Development Secretariat took a proactive step forward to help train and equip women to get back into the workforce with the 'Women Back-To-Work' programme.

"We help women build up their confidence and even assist them in job placements, and since 2007 we have helped place over 6,000 women in their workplaces and organised them as members of unions."

## Why Women Are Smarter Than Men

"You always hear this common phrase: 'Behind every successful man stands a woman'. A reporter who did a story on gender roles in Afghanistan several years before the Afghan conflict noted then that women customarily walked five paces behind their husbands.

"She recently returned to Kabul and observed that women still walk behind their husbands. She approached an Afghan woman and asked: 'Why do you now seem happy with the old custom that you once tried so desperately to change?'

"The woman looked her in the eyes and without hesitation said: 'LANDMINES! The men go first'. Moral of the story: Behind every man is a SMART Woman!"

**As told by SMOU Executive Secretary Mary Liew at the ITF 42nd Congress**

# LearningHub Props Up Pharmacy Support



By **Muneerah Bee Mohamed Iqbal**

**C**ome October 2010, pharmacy assistants can look forward to a new level of recognition for their profession and increase the skills and knowledge needed for their jobscope. For the first time in Singapore, NTUC LearningHub Pte Ltd is offering the Singapore Workforce Skills Qualifications (WSQ) accredited Higher Certificate in Pharmacy Support.

A joint programme by NTUC LearningHub and Republic Polytechnic's (RP) School of Applied Science, it equips new entrants and mid-career switchers with the relevant skills and knowledge needed to join the healthcare industry as support staff in a pharmacy or clinical administration role.

Applicants may choose to learn a certain module or a collection of modules relevant to their needs or occupation and the training

**"**NTUC LearningHub takes pride in being nimble and highly adaptable in our offerings so that we can always project ahead and meet the fast-changing training requirements of allied healthcare professionals. We look forward to working closely with Republic Polytechnic to launch more relevant programmes over the coming months."**"**

**Zee Yoong Kang, NTUC LearningHub Pte Ltd Chief Executive Officer**



NTUC LearningHub Pte Ltd Chief Executive Officer Zee Yoong Kang (left) and Republic Polytechnic Principal and CEO Yeo Li Pheow (right) at the Memorandum of Understanding and Collaboration Agreement Signing Ceremony

will include theory, practical and role-plays. NTUC LearningHub will conduct four out of 10 modules which are classroom-based.

The WSQ Higher Certificate in Pharmacy Support is also aimed to reduce medication error, instil good dispensing practice and increase workers' productivity. RP and NTUC LearningHub hope to train up to 100 pharmacy and clinic assistants in the next year. The

programme is eligible for Skills Programme for Upgrading and Resilience (SPUR) funding which ends on 30 November 2010, and Workfare Training Support scheme.

A Memorandum of Understanding was signed between NTUC LearningHub and RP on 21 September 2010 in line with the official opening of RP's Continuing Education and Training (CET) Centre.

# Fresh, Bright Start For KTPH Workers



By  
**Hannah Cai**

Senior Industrial Relations Officer, Healthcare Services Employees' Union

**A** new deck of benefits await employees of Khoo Teck Puat Hospital (KTPH) as the new Collective Agreement (CA) between Alexandra Health Group and Healthcare Services Employees' Union (HSEU) was inked on 7 September 2010.

Alexandra Hospital was previously under the National Healthcare Group and this CA is significant as it is the first signed between Alexandra Health and HSEU, enabling both parties to better tailor benefits for the employees. Currently, KTPH and Jurong Medical Centre are under Alexandra Health. This new CA will benefit 2,300 employees.

Minister in Prime Minister's Office Lim Boon Heng, who is Chairman of HSEU Council of Advisors, as well as Chairman, Alexandra Health, and Chairman, Remuneration Committee, Alexandra Health, Ms Jennie Chua witnessed the signing ceremony.

Said Mr Lim: "The core of Alexandra Health has set up in a brand new KTPH. I am sure the new environment is stimulating and refreshing for the staff. It seems so appropriate that this new beginning is marked by the signing of a new CA between union and management. I am glad that the spirit of innovation permeates not only the design and operation of the hospital, but also the terms and conditions of service of the staff."

Ms Chua shared: "I am happy and honoured to witness the signing of the first CA for Alexandra Health which reflects a healthy union and management partnership. The outcome is a comprehensive, competitive and sustainable remuneration plan for our healthcare employees."

HSEU will engage NTUC Income Insurance Co-operative Limited and NTUC Thrift and Loan Co-operative Limited to hold a series of road shows to encourage employees to embark on Enhanced Shield Plans and start a regular savings plan for their future

**“HSEU is pleased with the new CA, especially with the introduction of the Flex Plan which allows more staff to benefit more over a longer period of time with regular savings plans in NTUC Thrift.”**

**Diana Chia, HSEU General Secretary**



A concerted commitment to ensure employees' welfare.

## What The CA Carries For Workers

- **Re-employment**

The company will adopt Tripartite Guidelines on Re-employment of Older Workers.

- **Introduction Of Second And Third Shift Allowance For All Staff**

This new change will reward staff for working during less popular shifts.

- **Introduction Of Flex Plan**

The introduction of Flex Plan allows wider usage including medical and dental costs, insurance, union membership, regular savings at NTUC Thrift and Loan Co-operative Limited, optical, recreational items, among others.

- **Improvement In Salary Ranges**

Minimum and maximum salary ranges are adjusted to be competitive with other healthcare clusters.



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# Grab Mr Value Health Deals At Unity

By Nicolette Yeo

When it comes to healthcare essentials, I've always been more of a convenience shopper, that is, buying from places near my home or workplace. But since a couple of months ago - on National Day to be exact - I discovered that it truly pays to be loyal. I had dropped by the NTUC Unity Pharmacy at Great World City to get Jorubi Aloe Vera Gel. A cheery smiley-face icon instantly drew my attention to its low price at the counter so I quickly snapped up three tubes!

I found out that Jorubi Aloe Vera Gel is one of the 50 healthcare essentials that are offered at the lowest possible price at Unity as part of their ongoing Mr Value programme which started on 9 August 2010. I was also told that should I come across an item sold cheaper at another GST-registered retailer, Unity would give me a refund of the difference. Now how could I resist such value?



Vanessa Teo

What I really like about Mr Value is the wide range of health supplements, over-the-counter medication, skincare and personal hygiene products on offer because I can always find something to suit my or my family's needs.

Three weeks ago, I stocked up my office 'medicine cabinet' with Enervon C Tab for that boost of energy and Decolgen Non-Drowse Caplets for any onslaught of headaches or flu. Then, last week before I met my family, I picked up NeutriCare All Natural Mosquito Repellent Patch for my husband to relieve the mosquito bites he had just sustained; Eucerin Wash Lotion for my mum who has sensitive skin; and Oiltatum Soap for my dad who has dry skin.

What's more, I can also earn LinkPoints, which can then be used to offset future purchases at Unity. Mr Value is truly win-win for my family and me!

Mr Ryan Cheong, Chief Executive Officer of NTUC Healthcare Co-operative Limited, disclosed that Mr Value was launched with two healthy objectives in mind.

"We have always priced our healthcare essential items at affordable prices. And to bring greater awareness to our efforts, we've introduced Mr Value to help our customers to better spot and identify these value items.

"Currently, Mr Value helps highlight 50 items at our stores, and Unity has over 25 per cent market share of these essentials. We will definitely monitor these essentials and will progressively increase the number of items in order to grow our market share to benefit more



customers and have a greater social impact."

To date, nearly two months into the launch of Mr Value, response has been positive as customers appreciate Unity's commitment to better value. Customers are also particularly pleased with the selection of items which were specially chosen to include popular essentials that would present optimal cost savings.

Mr Cheong added that NTUC Healthcare will "continue to improve its offerings and services so that we can be a more effective partner in the community, to help individuals and families get well, stay well and age well so they are able to live life to the fullest."

Mr Value items are available at all Unity Pharmacies. For a list of locations, please log on to [www.ntuhealth.com.sg/group/unity/locations/](http://www.ntuhealth.com.sg/group/unity/locations/)

# Wine With Chilli Crab? Why Not?

By Nicolette Yeo

Talk about having your cake and eat it too. Or in this case, having your wine and drink it too. Wine connoisseurs will now have the delicious option of wining and dining with their favourite Singaporean dishes. NTUC FairPrice has launched an online wine pairing application that ensures black pepper beef, mutton murtabak and, yes, even chilli crab will taste wonderful with Cabernet Sauvignon or Chardonnay.

Wine Finder will introduce you to a world of wine, including the largest range of wines from around the world; food and wine pairing recommendations; wine tips from resident wine educator Mr Lim Hwee Peng, CSW, Singapore's

first certified wine professional; and suggestions from fans for every taste and budget.

Being an online application means you can check Wine Finder on-the-go - even while shopping for your dinner party at FairPrice supermarkets. This saves you the time and hassle of figuring out what to get, and you will make the right choice every time. Plus, it is really easy to use and will soon be available for iPhone and iPad.

**Step 3**  
Once you have made your selection, it is time to get started! Both functions comprise a suitable recommendation of wine types such as Riesling or Merlot, a "Best Buy" at FairPrice supermarkets complete with ratings, the full list of recommendations as well as the price list and product availability. You will also have the option of joining the FairPrice Just Wine Club to receive a generous eight per cent off all wines, plus other benefits.



**Get More From Facebook**  
Picked the Facebook page to use Wine Finder? You will also be able to talk shop with the nearly 30,000 fans about wine and other FairPrice-related news. Plus, you can post your questions about FairPrice's products and services and the friendly FairPrice Facebook team will be more than happy to respond to your queries.

**Step 1**  
Log on to That's My FairPrice Facebook page ([www.facebook.com/thatsmyfairprice](http://www.facebook.com/thatsmyfairprice) or [www.whatsupatfairprice.com.sg](http://www.whatsupatfairprice.com.sg))



**Step 2**  
Select either "Wine To Go With Food" or "Food To Go With Wine". The former function is suitable if you have already planned the menu and want to know what wine to pair with it. Dishes range from red meat to curries. Also included is an array of Western dishes to give you more options. The latter function is more appropriate if you have picked the wine first - be it red, white or sparkling - and are wondering what dishes will go best with it.



# U Games 'Bowls' Off

**U** Games 2010/11, annual the inter-union sports competition, is back with the first game of the season, the U Grand Masters Bowling Championship 2010. NTUC President John De Payva officiated at the opening ceremony on 19 September 2010 at Orchid Bowl@Orchid Country Club where he launched the games with a bowl-off.

Held from 18 September 2010 to 3 October 2010, the U Grand Masters Bowling Championship 2010 will see 350 competitors fight it out for the glory and honour of their unions.

Set to span over a period of nine months, U Games 2010/11 will have over 3,500 members from more than 45 unions participating in 12 sporting events, including Badminton, 7-A-Side Soccer and 9-Ball Pool. It aims to create opportunities for members to strengthen existing ties and nurture new friendships through the sports-related events.

Following favourable response from the public last year, events such as the U Run, Beach Games and 3-On-3 Basketball will be held again. These three competitions which are open to non-NTUC members allow for greater participation and is a chance for family and friends to bond through sporting and leisure activities.

U Games is organised by U Sports, an NTUC Club community formed in 2009. It creates opportunities for members of all age and races to interact and aims to forge a community built upon strong ties of friendship and a common passion for sports.

Next up is the unique 27-hole U Golf Championship on 11 October 2010, which will see union members competing alongside NTUC Secretary-General Lim Swee Say and NTUC President John De Payva on the greens of Orchid Country Club.



“U Games 2010/11 is the biggest inter-union sporting event on the Labour Movement calendar and it has played a vital role in reaching out to union members. It has laid solid pillars of comradeship and sportsmanship and these values are fostered in the Labour Movement. U Games and U Sports can only get bigger, better and bolder with NTUC’s aim to reach one million members by 2015.”

NTUC President John De Payva

“Besides being a platform for unions to showcase their sporting talents, the U Games is also a great opportunity for union members to interact, bond and nurture new friendships. In the spirit of all-inclusiveness, the public and families and friends of union members are not forgotten. With the successes from last year, we aim to encourage a wider participation pool from the unions in U Games 2010/11.”

C. Maniam, U Games 2010/11 Chairman

### U Games 10/11 Calendar

Date	Venue	Event
19, 26 Sep & 3 Oct 2010	Orchid Bowl @ Orchid Country Club	U Grandmasters Bowling Championship
11 Oct 2010	Orchid Country Club	U Golf Championship
31 Oct 2010	Tampines Practice Field beside Tampines Stadium	7-A-Side Soccer Tournament
13 & 14 Nov 2010	Siloso Beach, Sentosa	Beach Games
27 & 28 Nov 2010	National Library Building, Event Plaza	3-on-3 Basketball
16 Jan 2011	Tampines Sports Hall	Badminton/Table Tennis/Captain's Ball
26 & 27 Feb 2011	Sports Planet, East Coast	Futsal
20 Mar 2011	PERSES, Bedok Hall	Sepak Takraw
27 Mar 2011	TBC	U Run
TBC	Cuesports Singapore, 1 Jalan Berseh	9-Ball Pool Tournament

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**Safyan bin Barkawi, 31**  
NTUC Foodfare Union Shop Chef  
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**Wong Ah Lock, 65**  
Retiree  
It's nice to receive sponsored treats made by Foodfare's own chefs, during our community events.

**Ng Kah Wai, 68**  
Contracted Cleaning Crew Supervisor  
I look forward to receive my annual red packet from Foodfare!

**Dylan Nee, 23**  
Producer, Presenter & AS Host  
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**Tan Ai Ling, 46**  
Administrator & Union Member  
I get to save money each time I eat at Foodfare's foodcourt.

**Jeanie Tan, 28**  
Communications Executive  
I rely on CHOMP ON THE GO's wholemeal sandwiches for quick bites!

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# Mid-Autumn Bonding For FDAWU

By **Oh Shan Ming**  
NTUC Industrial Relations Officer

**F**ood, Drinks and Allied Workers' Union (FDAWU) held their annual Mid-Autumn Family Day on 18 September 2010. Joining in the festive spirit of Lantern Festival at the beautiful Chinese Garden was guest-of-honour NTUC Deputy Secretary-General Halimah Yacob.

Boasting a 1,200-strong crowd of all races, NTUC members from FDAWU, including branch officials and internationals from the Philippines and China, brought their families to immerse themselves in the spirit of the Mid-Autumn Festival and enjoy sampling moon cakes sponsored by 33 hotels.

While photo booths were a hot spot for families who were enthusiastically queuing up for photo moments with their loved ones, children were pre-occupied with face tattoo



booths and displayed remarkable talent in shooting soccer balls into the goal post. Soaking in the vibrant atmosphere was FDAWU Executive Secretary and NTUC Deputy Secretary-General Heng Chee How who mingled with the growing crowd in the afternoon.

Performances on stage like the magic show

members to visit the Chinese Garden for those who have never been here before."

Looking ahead, this successful event has forged friendships amongst union members while bringing their families closer together. It has also enabled the presence of FDAWU to grow stronger, thus boosting the membership base and the strength of the union.

fascinated many including the 20 invited children of low-income families from the Moral Family Service Centre, Bukit Panjang. Pearlina, a social worker from the centre, expressed her satisfaction and thoroughly enjoyed the performances on stage.

DSG Halimah was given a warm welcome by the lion dance troupe and shared a precious moment with the invited children by decorating lanterns with paper origami. She felt that this event was "effective in reaching out to union members for bonding." She also mentioned that "it is a good opportunity for



By **S Suseela**

Key Driver, NTUC Women's Development Secretariat's WeCare for U Project

## Desaru Outing For Single Mums And Kids

**O**n Saturday, 18 September 2010, NTUC Women's Development Secretariat's WeCare for U Project clients comprising 46 mums and 70 children together with six volunteers left in three chartered buses for a One Day Desaru Fruit Farm Learning Journey.

After immigration and customs clearance via Tuas Checkpoint, WeCare for U clients travelled for about two hours to reach Desaru Fruit Farm. All participants were first treated to a Tropical Fruit Fiesta with a wide spread of fruits from the

Desaru Fruit Farm and thereafter to a nice spread of other food including organic vegetables.

Participants then hopped onto their respective buses again to reach the 100 acre Desaru Fruit Farm to begin their Learning Journey. All clients and volunteers walked through an assortment of fruit trees, vegetable plantations and other plants. The farm guides brought through clients in three groups and explained in detail about each and every natural tropical fruit, the preventive measures in place to

preserve the fruit land and other very useful tips.

Participants also visited the Agriculture Gallery, Fish Pond and Vegetable and Herb Garden. Not forgetting a visit to the Petting Zoo where the enthusiastic children were merrily feeding the goats and chickens and had photos taken with the ostrich too. The happy single mums and their children covered almost 25 acres of the farm by foot.

Thereafter, they visited the bees and listened to an educational talk on bees, honey and even tasted raw honey. Many of the participants bought honey, fruits and other tit bits at the farm too. Just look at the many happy faces in the photograph.

After a long but interesting time at Desaru Fruit Farm, participants

then hopped into their respective buses for an hour ride to Today Mall at Ulu Tiram. As the mall was new, it was quiet with not many shops but the kids got excited when they saw the Go-Kart and other activities available and again they had a good time.

Then the groups proceeded to a seafood dinner at Grand Straits Garden Hotel. At about 8.00pm the tired but happy participants left for home sweet home. All the participants were back in Singapore by about 10.00 pm.



# 罢工不是我们解决问题的方法

每当提到在公司组建工会，大多数人的反应是：“不了，谢谢。”这是因为工会经常与罢工和骚乱挂钩。在其他国家，这也许是常见的现象，而新加坡工业与服务雇员联合会（SISEU）高级工业关系员黄泰泉的工作，就是说服人们新加坡的工运组织并非如此。

黄泰泉说：“我所接触的公司管理层当中，有些不是本地人，他们不熟悉新加坡的工运。因此，初次与他们会面，通常要让他们相信新加坡的工运组织并不热衷罢工。我们须要时间改变他们的心态，也必须不断地与他们建立关系。”

为此，黄泰泉与公司接触时，并不急于“完成交易”，而是慢慢地与管理层建立关系。他的诚意赢得了许多公司的信任，最近就有一家新公司组建了SISEU分会。

黄泰泉说：“这家公司的管理层其实相当支持我们，其中有一位来自一个SISEU分会。不过，这是一家大公司，决策过程必须经过许多层级的批准，这是我们面临的挑战。我们做了许多介绍，不断与他们沟通联系，经过一两年，终于成功说服了他们。”

“这对我们是一个很大的激励和鼓舞，因为管理层合作伙伴终于对整个工会的结构留下深刻的印象。这确实是多年辛勤努力的成果。”

黄泰泉与管理层合作伙伴建立关系的同时，并没有忘记SISEU的会员。他尽力为会员更新讯息，让他们知道最新的会员福利。

黄泰泉说：“我们经常到各家公司走动，让会员知道有哪些最新的福利。即使一家公司的工会参与率已达90%，我们还是会继续与他们保持联系，维持沟通渠道畅通无阻。当我们



黄泰泉（站立，穿白衣者）在嘉德置地招募会员。

到每一家公司作介绍时，都会考虑他们的具体情况和需求，以便更好地向目标听众传达讯息。”

接下来，黄泰泉希望能协助SISEU招募更多会员，让更多人加入工运大家庭。

## 我国保安公司得到国际的肯定

“国际保安巨头对Legend Security等本地保安公司如此感到兴趣，让我们感到很高兴，也很振奋。这是私人保安公司重新改造职业和重新发展所取得的成就。”

— 保安业雇联执行秘书郑德源

我国私人保安业成功转型，获得国际业者的关注与肯定。这要归功于保安业雇员联合会、保安公司和管理层合作伙伴这些年来积极推广重新改造职业和“优包”制度。

由于他们改革取得成就，引起全球拥有26万名员工的环球领先保安公司Securitas AB的注意，并于2010年7月1日将其中的Legend集团收购为旗下公司。

现在，身为Securitas的一份子，Legend Security的员工已经在职业发展和个人提升方面，享有跨国企业的福利。许多保安人员在分配到收益较高的项目工作时，也获得晋升和加薪。

Legend Security总裁蔡瑞兴指出：“Securitas非常重视员工得到适当的培训，以便争取成为全球领先的保安公司。此外，他们也持续不断安排员工上各种专业课程。”

“Securitas在欧洲有许多跨国公司客户。这些跨国公司在本地也设有办事处，他们都奉行‘优包’制度。长远来看，如此开明的做法若能转移至劳动市场紧张的新加坡，将有助于提升我国保安业客户的意识。”

蔡瑞兴认为，随着Legend集团并入Securitas，各种良好的做法将使新加坡保安业获益，也将带来正面的影响。



### 悼念 巴拉吉 医生

我国外交部高级政务部长、新加坡工业与服务雇员联合会兼港务局高级人员联合会顾问巴拉吉医生于2010年9月27日因结肠癌去世，享年55岁。

巴拉吉医生在2001年大选中当选为宏茂桥集选区议员之前，是一名脑外科医生。进入政坛后他曾出任卫生部、环境部和交通部政务部长，也曾受委为新闻通讯与艺术部及卫生部高级政务部长。

巴拉吉医生遗下妻子马珊瑚医生及一对子女。

# 职总恒习推出 电脑及保健业认证课程

黄秀墙报道

## 为响应政府的“智慧国2015”

(iN2015)政策,实现在2015年之前建立充满活力的资讯通信生态系统,以及将相关的工作额增加至8万个的目标,职总恒习私人有限公司与CompTIA将于2010年10月联合推出首个入门级的电脑课程—CompTIA Strata资讯科技基础证书课程。

CompTIA Strata资讯科技基础证书课程包括教导学员基本术语和技术知识。例如:如何设计一个基本的电脑工作站、安装软件、确定兼容问题、识别并预防基本的安全风险。

自2010年第一季正式推出以来,CompTIA Strata资讯科技基础证书课程只在澳洲、纽西兰和新加坡授课。有鉴于目前一些电脑初级课程的内容也具有一定的技术性,对有兴趣进入资讯科技业的门外汉仍具有一定的难度,因此这项新的入门课程可成为求职者进入资讯科技业的踏板。完成课程的学员可修读CompTIA A+课程,累积了一定的经验后,还可继续

进修CompTIA Network +、CompTIA Security A+、以及Microsoft和CISCO等更高层次的技能课程。

CompTIA主席兼总裁托德·西伯德克斯说:“有了对电脑和网络基础的基本认识,考取CompTIA Strata证书的求职者就能向准雇主证明,他们已做好进入资讯科技业的准备。同时,他们也将有信心进修更高层次的资讯科技技能课程。”

## 首个保健业资格认证高级课程

另外,职总恒习私人有限公司也于2010年9月21日与共和理工学院签署备忘录,携手推出首个保健业资格认证高级课程(药剂支持),让刚加入保健业的员工和中途转业者具备相关的技能和知识,成为药剂房的后勤员工或行政人员。

课程分为10个单元,内容包括理论、实践和角色扮演。此课程将有助于减少错误用药、提升药剂师的生产力及鼓励良好的配药运作方式。

“新课程是为想在短时间内加入资讯科技业的求职者设计的。这个入门课程提供一个良好的平台,让完成课程的学员继续进修其他技能课程。申请修读CompTIA A+的学员,也将能从这个入门课程中获益。

— 职总恒习私人有限公司总裁徐永刚



# 我国保安公司 得到国际的肯定

**本地私人保安业**成功转型,获得国际业者的关注与肯定。这要归功于保安业雇员联合会、保安公司和管理层合作伙伴这些年来积极推广重新改造职业和“优包”制度。

由于他们改革取得成就,引起全球拥有26万名员工的环球领先保安公司Securitas AB的注意,并于2010年7月1日将其中的Legend集团收购为旗下公司。

现在,身为Securitas的一份子,Legend Security的员工已经在职业发展和个人提升方面,享有跨国企业的福利。许多保安人员在分配到收益较高的项目工作时,也获得晋升和加薪。

Legend Security总裁蔡瑞兴指出:“Securitas非常重视员工得到适当的培训,以便争取成为全球领先的保安公司。此外,他们也持续不断安排员工上各种专业培训课程。”

“Securitas在欧洲有许多跨国公司客户。这些跨国公司在本地也设有办事处,他们都奉行‘优包’制度。长远来看,如此开明的做法若能转移至劳动市场紧张的新加坡,将有助于提升我国保安业客户的意识。”

蔡瑞兴认为,随着Legend集团并入Securitas,各种良好的做法将使新加坡保安业获益,也将带来正面的影响。



并入 Securitas之后, Legend Security的员工享有跨国企业的福利。

# P.S, 我爱樟宜

黄秀墙报道 / 图片樟宜机场集团

按**全国职工总会**和标新局的“以客为先”计划，四家服务表现出色的本地企业受邀探讨如何继续提升他们的服务水平，并将成果与其他服务业者分享。2010年9月28日，樟宜机场集团(CAG)率先展示该集团将分阶段推出的12项“以客为先”措施。

全国职工总会秘书长林瑞生以嘉宾身份出席活动时，鼓励其他服务业者不要只观摩CAG的服务形式，而是学习其背后的服务精神。他说：“硬件方面其实没有大突破，突破的是软件方面，管理层、工会和工友合作，采取新的服务心态来争取更好的表现。”

樟宜机场的每日乘客流量近11万人，每星期也有数万人到各零售店和餐馆消费。CAG希望通过P和S，让所有人都享有惊喜的“樟宜体验”：

- ◆ **个性化服务 (Personalised)**
- ◆ **无压力 (Stress-free)**
- ◆ **意外惊喜 (Positively Surprise)**

CAG推出的爱心于樟宜计划，包括让孕妇、手抱婴儿的乘客及行动不便者能优先上机，并提供婴儿车和轮椅供乘客使用。樟宜资讯计划则让乘客通过手机轻易获取航班和零售讯息。不能带上机的物品，乘客今后可选择自费把物品邮寄回家。

另外，乘客能通过即时回馈系统(SWIFT)表达不满，负责部门可及时做出反应。机场的一些餐馆也通过**优越服务评鉴计划(VOTES)**，让消费者评估餐馆的服务，甚至让员工获得的服务费与服务表现挂钩。

引进电子回馈系统后，乘客更踊跃回馈，除了能快速对顾客的不满做出回应外，管理层也能监督员工的表现，发现工作流程的瓶颈，从而提高生产力。

## 员工第一，顾客第二

樟宜机场集团总裁李绍贤表示，樟宜机场面积大，合作伙伴又多达200

“提高服务水平但进步不够快的话，还是会落后于其他国家。我有信心，在劳资政三方的紧密合作下，我们能够不断提高服务水平，而且比其他国家发展得更快。”

— 职总秘书长林瑞生



樟宜机场顾客可通过**优越服务评鉴计划**评估餐馆的服务。

多个，要制造美好的“樟宜经验”，就必须确保所有工作人员及合作伙伴齐心协力。他说：“我们主张员工第一，顾客第二。这似乎有悖‘以客为先’的原则，但我们坚信，员工全心投入，才会打从心底提供优质服务……这将大为提升我们的服务水平。”

目前，樟宜机场有大约2万8000名

工作人员，但只有约1300人是直接受雇于CAG的。以客为先计划委员会联合主席杨木光说：“樟宜机场让所有关键伙伴参与这项‘以客为先’计划，说明了在提供优质服务方面，所有人都可以扮演重要的角色。我们希望樟宜机场集团可以取得更多突破，让其他服务业者学习。”

# 新加坡劳工基金 谨慎理财，长久支持工运

**新加坡劳工基金**于2010年9月24日的常年大会上重申，将继续大力支持工运组织的各项计划，即使收入随着投资组合的盈亏显著波动也不会改变。

该基金会主席马宝山说：“我们明白，工运组织每一年都需要一笔资金推行各项计划。因此，制定了谨慎的开支政策，确保有能力在中期内继续给予工运各种支持。”

他也指出，在过去三年里，不管经济如何跌宕起伏，新加坡劳工基金每一年都拨出8590万元支持工运，另保留6750万元作为再投资和未来的开支之用。

## 有效的风险管理

新加坡劳工基金一向着重企业管理和风险管理。由陈育宠带领的新加坡劳工基金审计委员会，除了负责审查该集团属下人员的道德操守，还制

定了一套举报政策。为期三年的内部审计计划也已开始执行。

## 与工运组织一起成长

新加坡劳工基金已经开始向职总的社会企业提供支持，以便他们不断地发展，造福更多工人及其家属。

## 保持就业势头

职总就业与职能培训中心是由新加坡劳工基金和职总于2007年，在新加坡劳动力发展局的支持下携手成立的。在2009年，该中心协助6万4500人就业，其中2万9400人找到更好的工作。

## 协助低薪工友

在2009年，新加坡劳工基金捐了850万元给工运组织的U关怀基金。这是U基金筹集的最大笔单一捐款，募款总数高达2320万元。

“在经济不景时，新加坡劳工基金与工运组织并肩作战，协助受影响的会员、工人及他们的家属。随着经济复苏，我们将继续支持工运组织的各项计划，特别是那些加强工运与工人联系，协助工人把握不断增加的就业机会、提高工人的适应能力，以及应付未来的经济挑战的计划。”

— 新加坡劳工基金主席马宝山

## 塑造具包容性的会员队伍

新加坡劳工基金承诺，将从2009/2010至2011/2012财政年度里，分三年拨出650万新元，资助工运组织的U入门网站项目。

金也准备拨出200万元资助工会扩充工业关系员的人数。

## 协助职总社会企业发展

从2007年至2009年，新加坡劳工基金共捐出600万元，供职总社会企业发展基金，而截至2009/10财政年度，社会企业发展基金共资助了40个项目，总资助额达470万元。

## 栽培领袖

新加坡劳工基金已拨出180万元给王鼎昌工运领袖学院，开展工会领袖培训课程，提升工运领袖的能力。该基

## 更新领导层 广招新会员



“我们希望工运组织继续强大，但这不是理所当然的……我的优先秩序是培育接班人，因为工运组织拥有年轻的领袖是很重要的。”

— 职总秘书长林瑞生

更新领导层是工会领袖们热烈讨论的话题，秘书长埃拉特（左二）响应号召，也将在任后自动让贤。

黄秀端报道

**劳资政良好的协作关系**，是新加坡在全球市场保持竞争力的秘密武器。若要维持此优势，工运组织就必须继续强大，而关键因素在于领导层的更新和会员人数的增长。

全国职工总会秘书长林瑞生以嘉宾身份出席新加坡广播业雇员联合会于2010年9月30日举行的三年期大会时重申，工运组织非常重视培育接班人，因为不断培养新领袖，是让工会继续强大的最佳保证。

林瑞生指出，在过去10年里，工会领导层面对两大挑战：工会领袖总人数减少及工会领袖老龄化。这两种现象都是不健康的，因此工会必须加紧启动吸纳（Flow in）、栽培（Flow up）和传承（Flow on）的3F引擎，确保工会领袖不会断层。

他说：“我们接下来肯定要聚焦在领导层，侧重在如何吸引更多人，如何培育，以及如何维持领导层更新的程序。”

除了培育领袖外，在未来的日子里，工运组织还必须积极招募会员，因为没有了会员，工会也无法茁壮成长。接下来，每个工会都应重新思考，他们应该专注在哪些行业，并积极地招募各阶层的工人。

### 确保领导层保持年轻的机制

新加坡广播业雇员联合会在培育新血和更新领导层方面向来不遗余力，因此在位的工会领袖在三年任期结束后，一些人将主动让贤，将领袖棒子交给新人。

该会会长洪华来表示，为了保证领导层更新顺畅，新加坡广播业雇联新任委员会的其中一个重要任务，就是修改章程，限定年满62岁的工会领袖让位给比较年轻的一辈。他说：“这将有助于领导层顺利更新，并在领导层的结构规划和更新方面，为工会奠下基础。”

大约有50人出席了本届的新加坡广播业雇联合会三年期大会。

## 劳工基金与工运并肩作战

**新加坡劳工基金**明白工运组织需要固定的财务支持，才能有效地帮助有需要的工人和他们的家属，因此这些年来大力支持工运的各项计划。

劳工基金也深谙帮助他人之前，自己必须先有足够的财力。有鉴于此，他们这些年来谨慎理财，确保在经济不景时，也不会影响对工运的财务支持。

新加坡劳工基金主席马宝山表示，在经济不景时，基金与工运并肩作战。如今经济好转了，他们将继续大力支持工运，继续为工人及其家属提供帮助。

（更多新闻刊第19页）