**Annex A – Case studies of Tangible Training Outcomes from CTCs**

1 The case studies below were shared during NTUC Secretary-General Ng Chee Meng’s speech at the CTC Symposium:

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| **No.** | **Company** | **Case studies on CTC and/or CTC Grant** |
| 1 | Setsco Services | Setsco Services formed a CTC with National Transport Workers Union (NTWU) in 2019 and have been actively working together to improve workplace processes.  In 2021, Setsco leveraged the NTUC Training and Placement Ecosystem for an Operation and Technology Roadmap (OTR) to reshape its business model and workforce with the use of technology. This helped Setsco to identify fatigue testing as a potential area for service expansion. Setsco also leveraged the CTC Grant to procure a fatigue testing machine.  In doing so, they expanded their service offerings and paved the way for creation of new jobs. Recognising that this new direction would require enhanced skills, Setsco has developed a Career Development Plan for 36 of their employees who would be impacted by the expansion. They include technical officers, maintenance staff, technicians and engineers. Their workers have since benefitted from training and will receive a wage increment in addition to its regular wage increment cycle. |
| 2 | SBS Transit | SBS Transit has in place a skills allowance in which technical staff who are certified as Technical Specialists can receive an additional allowance. Currently, 40% of bus technical staff are certified and receive a skills allowance of up to $60 in their monthly salaries.  One such worker is Chen Jinghan, whose certification paved the way for him to undergo additional courses to expand his skillset. This has allowed him to be promoted to a higher job grade in 2021.  Besides earning a higher salary due to the certification, he has taken on new roles with higher competencies. In 2023, he was transferred to Maintenance Planning and Bus Asset to enhance his job portfolio. This job opportunity came because of Jinghan taking the initiative to go for training, and having a supportive employer which facilitated his upskilling. |

2) The case studies below were shared during the panel discussion at the NTUC CTC Symposium:

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| **No.** | **CTC Grant Company** | **Case studies on CTC and/or CTC Grant** |
| 1 | Dyna-Mac Engineering Services | Dyna-Mac engaged NTUC Industry Training Officers (ITO) to facilitate the Operation and Technology Roadmap (OTR) session. Together with The Shipbuilding and Marine Engineering Employees' Union (SMEEU), the company co-created a three-year roadmap. This comprehensive roadmap allows its senior management to articulate plans to ramp up current capacity and further develop new business areas. Through the OTR, the company also identified suitable resources to support business growth in Green Sustainability space and strengthened its Employee Value Proposition to attract and retain employees which is the key to ramping up capacity.  Dyna-Mac utilised the CTC Grant to enhance its HRIS system, reskilling its HR team such that its employees can be deployed to engage in more value-added work, such as business partnering and enhancing employee relations. It enables both employees and managers to collaborate and handle workflows better to produce optimal results.  The company also tapped on another CTC Grant for its Safety Incident Investigation Software to enable timely tracking of workplace incidents. The digital platform ensures that the process is transparent, allows for prompt corrective action to be taken, and improves compliance. This significantly improves workers’ productivity by minimising the administrative work to analyse and report on workplace incidents, thereby ensuring a better work safety environment for the workers. |
| 2 | Ng Teng Fong General Hospital (NTFGH) | Since partnering with Healthcare Services Employees' Union (HSEU) to set up the Company Training Committee (CTC) in August 2019, NTFGH has been actively looking at improving work processes to enhance the well-being of its patients, nurses and the healthcare team.  This commitment has led to NTFGH’s Perioperative Services embarking on an Operation and Technology Roadmap (OTR) journey in March 2023, for a new digital inventory management solution for non-stock items. This system aims to improve productivity, processes, and system management. HSEU workers’ representatives were also present at the OTR sessions, sharing the concerns and challenges faced by clinical and administrative staff in in the manual inventory management of the non-stock items.  NTFGH is in the midst of applying for the CTC Grant to support the implementation of a new inventory system. With the new system in place, manual processes will be streamlined and unproductive time will be minimised for at least 30 clinical staff. They can then focus on core nursing and clinical tasks, thereby delivering better patient care. NTFGH also plans to commit to wage increase for the clinical staff who will undergo software training to operate the system. |
| 3 | ST Logistics | To facilitate the transition to a digital workplace, ST Logistics recognised the need to enhance the skills of their respective teams who will play pivotal roles to implement new job redesign strategies. The company partnered NTUC's e2i and NTUC LHUB to customise a two-day Workforce Redesign Programme, that delved specifically into the practical application of job redesign solutions. From there, ST Logistics further worked with NTUC LHUB to develop a change management programme that was tailored to help employees adapt to a dynamic work environment. It focuses on honing their skills to identify and enhance work processes, especially for managerial staff who will learn to monitor changes and provide effective feedback.  Through a close partnership with NTUC LHUB, the training programme is designed to align with the unique work conditions and culture at ST Logistics. This approach helps in improving the understanding and retention of concepts among staff, allowing them to apply the practical learnings in their roles.  ST Logistics is also working with Supply Chain Employees’ Union (SCEU) to apply for the CTC Grant, to expand the functionalities of the current AI-enabled skills management system. The system is developed by vendor Jobkred, to incorporate on-the-job training, workplace learning projects, and talent management. This upgrade aims to address skill gaps more effectively by offering tailored interventions based on precise assessments of staff and supervisors. |