
Message from the Editorial Team

Dear friends and partners,

Welcome to the fourth and final edition of SkillFully for 2020!

This is a special edition as we partnered our sister agency, JTC, to share exclusive stories of their customers who have adopted skills development as an essential pillar in supporting business transformation. It has been a year since the launch of the JTC's Industry Connect initiative and despite the challenges posed by COVID-19, JTC and SkillsFuture Singapore (SSG) continued to bring the SkillsFuture movement to the enterprises virtually. We would like to express our heartfelt thanks to the participants who had taken time to meet with and listen to us at the engagement sessions, and we hope you had started your own skills journey upon learning the resources available.

In this edition, we are honoured to have three progressive JTC customers – DB Schenker, NamZ and Fei Siong Group who had kindly stepped up and shared their skills journeys for SkillFully. As you read their stories, you might identify with their transformation challenges; but it is their coping strategy that we hope have inspired you as you tackle yours.

As businesses gradually resume to pre-COVID stage, some of you might have new hiring requirements to support your business needs. Many of you would have heard of the SGUnited Jobs and Skills (SGUJS) initiative and we would like to highlight that there is a pool of potential skilled candidates you can tap on from the SGJUS programmes. Do scan the QR code below to find out more, if you are hiring.

SkillFully is our way to share enterprise skills development stories with the community and we hope you have enjoyed the stories as well as the skills training insights we had put together.

As 2020 draws to a close, we would like to wish you Merry Christmas and a promising New Year!

Yours sincerely,

Team @ The Enterprise Engagement Office



SGUnited Jobs and Skills Package

Industry Connect - Talent Development MOU signing among JTC, ITE, the 5 Polytechnics, SSG, WSG and NTUC's e2i on 15 Jan 2020.



JTC and SSG Unite to Uplift Capabilities in Enterprises

Businesses operating in JTC's estates have been benefiting from a specially crafted programme known as "Industry Connect". Under the initiative, JTC's customers are able to tap on the vast network of solution providers, comprising businesses from various industries, academia and government agencies to fast track their business in areas such as upskilling and talent, sustainability, and tech adoption. In supporting the initiative, JTC has been playing an integrative role by fostering the network of ecosystem partners to design and deliver holistic support to companies. SSG is proud to be a partner to contribute to this meaningful cause by bringing the SkillsFuture movement to JTC's customers.

"In our day-to-day outreach, we learn about businesses' challenges on the ground. As JTC manages more than 14,000 customers across key industries, we are in a good position to matchmake businesses with the solution providers." says Ms Christine Wong, Group Director for JTC's industry cluster group.

On 15 Jan 2020, JTC signed a Memorandum of Understanding (MOU) with the Institute of Technical Education (ITE), Singapore's five polytechnics, SkillsFuture Singapore (SSG), Workforce Singapore (WSG) and the Employment and Employment Institute (e2i) which marked the official launch of Industry Connect. Under the MOU, the partners pledged to work together to scale estate-level collaborations in talent attraction and workforce skills upgrading for over 14,000 businesses across 100 estates.

Since the signing of the MOU, SSG has been working with JTC to curate outreach and skills training programmes tailored to the needs of companies. For example, customised workshops called "J-Clinics" were organised to keep JTC's customers informed of SkillsFuture initiatives that were relevant to their sectors. Through these customised workshops, companies not only get to learn about the SkillsFuture resources that were packaged for their needs, they were also able to clarify their doubts on the spot with SSG officers.

With COVID-19, the need for an initiative like Industry Connect became evident. During the Circuit Breaker period, SSG stepped up our digital outreach efforts to ensure JTC customers were informed of support schemes such as the Enhanced Training Support Package that companies could tap on to continue upskilling and reskilling while saving jobs.

"We are glad that JTC has an existing strong network that allowed us to respond swiftly to businesses during the crisis. JTC's Industry Connect initiative is a testament to the value of the whole-of-government collaboration in supporting the industry," says Ms Peggy Lim, Director of Enterprise Engagement Office. She added: "We also welcome more real estate organisations to step forward and work with us to co-create solutions to uplift the capabilities of their customers."



J-Clinic Session organised at AMK Autopoint Tenants Association in Mar 2020.

Progressive Employers Tapping on SkillsFuture Work-Study Programmes to Win the War for Talent

Global logistics firm DB Schenker and local food science company NamZ shared their digitalisation journey and how they overcome the challenge of attracting and retaining talent.

Digitalisation differs from company to company. For global logistics company, DB Schenker, digitalisation was automating processes and conducting R&D to develop its own robotic tools. For food innovation company, NamZ, going digital was pivoting to e-commerce and social media to launch its new direct-to-consumer brand, WhatIF Foods.

As diverse as these measures might be, the desired outcomes were similar for both companies in wanting to achieve a smoother operation and improve business productivity. DB Schenker reported a 70 percent rise in productivity in its warehouse management, whilst NamZ was able to make use of data analytics to launch its online store – even amidst the COVID-19 pandemic.

“Change is inevitable and it takes on many forms”, said Miss Wendy Xia, Chief Human Resources Officer at DB Schenker. With non-traditional competitors inching in and businesses being disrupted globally, there is a pressing need to be bold and innovative in our Employee Value Proposition to attract and retain talents”, she elaborated.



Building a talent pipeline

Miss Xia shared that besides investing in technology, DB Schenker has also channeled significant efforts in building a strong talent base by tapping on the SkillsFuture Singapore's (SSG) Work-Study Programme (WSP) to identify and recruit fresh talents. The Work-Study Post-Diploma (Specialist Diploma in Supply Chain Management) provides companies a chance to introduce fresh talents to the industry as well as the company's culture during the part-work, part-study programme which typically lasts for 12 to 18 months. Since 2017, nine graduates from the ITE and Republic Polytechnic have been placed with DB Schenker. A shining example was 28-year-old Senior Logistics Specialist, Mr Ting Yong Kim who had converted to a full-time role after his WSP training ended.

Mr Ting shared that whilst he was initially attracted to the competitive starting salary, it was the mentorship and nurturing culture in DB Schenker that eventually made him stay with the company.

“I would say the WSP is a good talent scouting programme as the ‘studying’ requirement meant that candidates who signed up for the programmes are predisposed with the positive mindset towards learning”, said Miss Janelle Limqueco, Product Manager at NamZ. Since partnering Singapore Polytechnic for the WSP in 2016, NamZ has hired three candidates, all of whom had demonstrated good initiative and work qualities the company needed.

Learning keeps staff engaged

These qualities are crucial at NamZ and tested whilst the WSP employees were training with the company. At NamZ, the WSP employees were given responsibilities to manage big projects.

“We find that allowing employees to take ownership of projects is one of the best ways for them to learn on the job. They can also apply the classroom theories to the real world”, Miss Limqueco explained.



This method of training has helped to retain Miss Nurul Asyiqin Diyanah Binte Abdul Aziz, 23 years old, who graduated from the Work-Study Post-Diploma (Advanced Diploma in Applied Food Science).

Miss Diyanah became an Application Specialist at NamZ, after working on big projects in setting up a factory in Malaysia and curating a menu using NamZ products for a five-star hotel. She was proud to be able to apply what she had learned from the WSP to the workplace, and the opportunities in NamZ have fueled her passion in food science, keeping her engaged at work every day.

The same can be said for the employees at DB Schenker.

Consistent learning efforts such as Lunchtime Classroom have helped its employees, many of them in their 40s, picked up relevant digital skills to adapt and grow alongside the business. Today, DB Schenker's employees are fluent in using interactive dashboards to track their productivity which made them feel more engaged with their work as they could tangibly see their contributions.

Miss Xia believes her company's example is a testament to how digitalisation and skills training must go hand-in-hand. With employees at DB Schenker celebrating not just their first and second, but fourth decade with the company, she must be right.

Leaving No Employee Behind and Marching Together to Brave the Transformation



Leading food and beverage establishment, Fei Siong Group shared their secrets to success of how they brought their employees along as they digitalised.

When Fei Siong Group (Fei Siong) decided to implement an enterprise resource programme (ERP) at the end of 2019, they faced a major challenge: workers over 50 years old, which made up 50 percent of its 1,600 workforce, lacked the digital and literacy skills to manage the technology.

“Some couldn’t even understand words like ‘Okay’ or ‘Cancel’... and it was not possible to call a tech hotline for issues like these,” quipped Mr Mervin Lee, Vice President, Corporate Development Group at Fei Siong.

The issue might appear devastating, but it was not a problem for Fei Siong that has accumulated over two decades of experience transforming from a humble fishball noodles stall in 1995, to where it is today as a giant F&B establishment with 13 brands and 150 outlets islandwide. Past innovation projects to support business expansion into self-operated food atriums, full-service restaurants and food kiosks have helped to solidify the company’s foundation in managing new technologies.

Walk in the shoes of your employees

Regardless of the type of transformation – whether in introducing point-of-sales systems, electric bun steamers, or the Human Resource Information System (HRIS), management staff in Fei Siong are always emphatic towards employees’ needs to adapt to the changes. The solution, as explained by Mr Jedrick Tan, Vice President, Business Transformation and Internationalisation Group at Fei Siong, was to put oneself in the employee’s shoes when dealing with change. “It is important to spend time to communicate how the change impacts their job and how it impacts the company.”

It helps when the change is led by role models whom the employees can relate to. For example, Fei Siong identified six operations managers as change agents to ease the workforce into using the new technologies. These managers are currently taking the WSQ Advanced Certificate in Learning and Performance (ACLPL) programme to become learning and development specialists. This will enable them to facilitate workplace learning effectively.

In overcoming the language barrier faced in the ambitious ERP project, Fei Siong created a flow chart using simple shapes to guide the step-by-step operating instructions. Within six months, Fei Siong was able to migrate the new ERP system with 100 percent company-wide adoption.

Mr Lee Hai Peng, who has been with Fei Siong since 2013 shared that the change seemed daunting initially because he feared he did not know how to use the system. He added: “But our trainers were patient and guided us at every step of the transformation journey. This helped us to unlearn the old ways and embrace the new ways of working.”

No excuses for not training

Mr Tan also openly shared the reasons for companies resisting training. The results are not immediately visible and there is the legitimate fear that employees will leave to join the competitors after being trained. He then quoted the infamous saying: “What if you don’t train them, and they stay?”

Mr Mervin Lee continued to share that their employees appreciated the company when it took efforts to train them. When these skilling efforts are coupled with appropriate rewards for performance, they generate a virtuous effect as employees become more eager to learn and loyal to the company.

Mr Tan is well aware that the SkillsFuture Singapore (SSG) has several funding initiatives such as the Enhanced Training Support Programme that was rolled out during the COVID-19 period to defray a substantial out-of-pocket expenses for employers to send staff for training. He urged companies to find out about the SkillsFuture initiatives so as to take advantage of the training opportunities available, like what Fei Siong did.

“Change begins from the top”, Mr Tan declared. When the leaders have the vision and right mindset, digitalisation and skills training should follow in tandem to reap sustainable gains.

Top 10 Courses

Adopted by Enterprises

From May to September



**Safe Management
Officers Course
for Construction**



**SkillsFuture
for Digital
Workplace**



**Adapt
to Change**

2



1



3



4

Provide Go-the-Extra-Mile Service

5

Implement Operations for Service Excellence

6

Safe Management Measures: Preparing Workplace for Covid-19

7

Communicate and Relate Effectively at the Workplace

8

Demonstrate the Service Vision

9

Apply Emotional Competence to Manage Self at the Workplace

10

Develop Personal Effectiveness at Operations Level

Sustain Your Business Transformation With Skills



We have curated a list of training courses to complement the solutions supported under the **Productivity Solutions Grant (PSG)** grant. If you have invested in a PSG-supported solution or are planning to do so, the courses below might give some ideas on how you could complement your technology investment with skills investment for sustainable performance.

Scan or click on the links below for more information:

1. **PSG-approved Solutions**
<https://go.gov.sg/uveia7>

2. **SkillsFuture Enterprise Credit (SFEC)**
<https://go.gov.sg/vsvelw>



Recommended Courses for PSG-approved Solutions

Business Area	PSG-approved Solution	Complementary Skills Training (click on course names to find out more)
Retail	Enhanced POS/Retail Management System	E-Payments Made Easy
		Analyse Service Quality & Customer Satisfaction to Develop Service Recovery Framework (SFw)
		Service Challenges for C-Suite
e-Commerce	E-Commerce - Online Shop and Marketplace	Content Creation 101
		Boost Your Business with Social Commerce (Part 1)
		Boost Your Business with Social Commerce (Part 2)
		Jumpstart your Online Business (Part 1)
Human Resource	Human Resource Management System	Human Resource Analytics and Insights
		Human Resource Strategy Formulation Level 4: Establish Human Resource Needs of a Small to Medium Enterprise
		Process Human Resource Information (SFw HR)
Accounting/Finance	Accounting Management and Sales Management System	Apply Knowledge of Accounting Related Concepts
		Introduction to Accounting Data and Analytics
		Develop and Establish Financial Budget and Plans
Supply Chain	Fleet Management System	Inventory Replenishment and Ordering Decision
		Advanced Demand Forecasting Techniques
		Transformational Strategies for Supply Chain and Logistics Management

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Reach out to us at enterprise_engage@ssg.gov.sg for any feedback or enquiries.