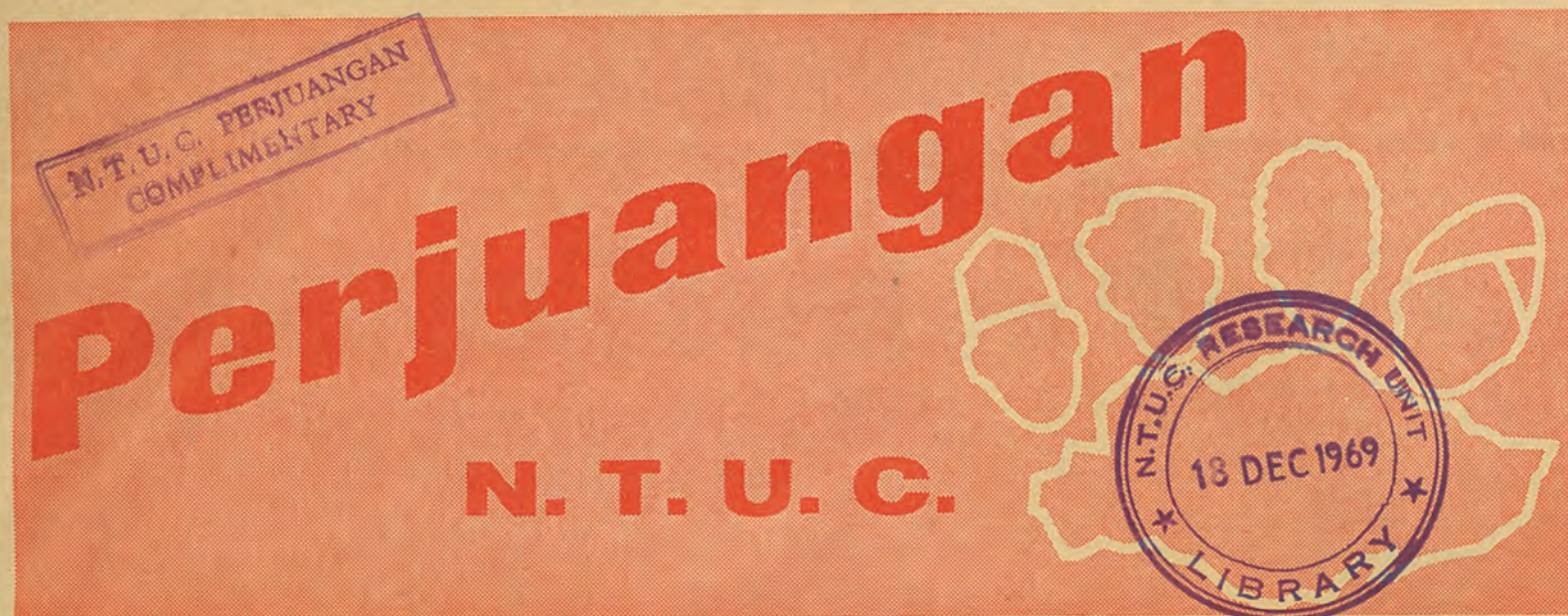


Wishing all our readers Selamat Hari Raya Puasa, A Merry Christmas and A Happy New Year



GET THE BEST IN SOUND EQUIPMENT

Get

GRUNDIG

Sole Agents:

KIAN GWAN (M) SDN. BHD.
SINGAPORE • KUALA LUMPUR • PENANG

Vol. 6 No. 12

DECEMBER, 1969

PERMIT No. M.C.(P) 0875

20 cents

Our hopes have been more than realised

The giant steps forward

ABOUT the success of the NTUC Delegates' Seminar, Saudara C. V. Devan Nair, the Seminar Chairman, put it succinctly when he summed up in his Closing Speech: "Everyone of us who has participated in the Seminar, got reasons to be proud of what we have achieved. The hopes of the organizers of this Seminar have been more than realised."

Never before in this part of the world did trade unionists gather together, to take a hard look at themselves collectively, and then come up unanimously with well thought out conclusions, which, when implemented, will give them a brand new robust trade union movement comparable to the best in the world, complete with a streamlined strong Centre and the co-operative social institutions to make it economically more viable.

Tributes

Never before did a Seminar get such a meticulously built-up publicity — the Straits Times put out an eight-page Supplement on the opening day, the Eastern Sun 5 pages, the Sin Chew Jit Poh and Nanyang Siang Pau 4 pages each. The Radio and T.V. gave excellent coverage to the pre-Seminar build-up, and of course, the Seminar itself, for almost a week.

The ten working papers submitted to the Seminar received glowing tributes from the Ministers down to the ordinary delegate. "I am struck by the buoyant and confident note they all exuded," said the Prime Minister. Almost a full page of the Labour Minister's speech was devoted to comments on the working papers, describing them "business like documents containing facts and figures, arguments and close analysis demanding a great deal of thought and attention on the part of those reading them."

The Finance Minister congratulated "particularly those

who produced the excellent series of study papers, on facing up to the challenge of the times squarely and not ducking the issues."

"Rarely we have seen material so thoroughly prepared for a conference on this subject as the documents presented to the Seminar," said Mr. H. G. Buiter, General Secretary of the ICFTU, in his message.

So you will see that the Seminar was not a publicity gimmick. It was a do or die dare. A great deal of thought had gone into it; the best brains in the country were mustered to plan it, and a tremendous lot of work was put into it, towards its organisation. The unions responded splendidly. It is now up to the rank and file membership to close their ranks and stand solidly behind us so that we could build up a massive organisation capable of looking after the interests of the workers in social and economic fields.

Industrialisation

Of course they must be prepared to make sacrifices. The "peanut" unions will give way to industry-wise organisations. Subscriptions will have to be increased, contributions to the National Centre will have to be correspondingly increased. To an individual member these increases would not cost more than giving a cup of tea to a few friends in a coffee shop. A drop from each will contribute towards building up a vast reservoir — a reservoir of strength for the trade union movement, which will

use the finances thus pooled for the benefit of the workers in various ways.

What a worker must understand is that private capital has encroached into many of the traditional fields of activities of the trade unions, and are making quick profits. Individual workers can do nothing about it, but organised labour could do a lot. The trade union movements in West Germany, Sweden and Israel have been quoted as models for us to follow.

Sacrifices

Of course the first question a member would ask would be: Ah, yes, but the workers in these countries are not tied down by the Employment Act; how are we going to imitate them with this thing hanging on us? The answer is simple. We have got to live with the Employment Act for a few more years. We are taking a short cut to industrialisation. What it took other developed countries a century to attain, we are aiming to achieve in a decade.

The World Bank experts, while commenting on the accelerated growth of our industries with boom conditions, have placed the Employment Act as an important factor which contributed towards such a phenomenal growth. The Seminar has accepted the Prime Minister's advice that we have to live with it and make another five years of intense efforts to give buoyancy to our economy, bearing in mind that the British withdrawal will slow down our economic progress. The Prime Minister has promised that the anomalies in the Act would be ironed out. We must also remember that we have no natural resources except the skill of our workers. We cannot afford the luxury of other

workers to go on a rampage whenever they want to.

Having disposed of this thorny issue, let us consider more pragmatic ways of strengthening the organisation. While every attempt will be made to close the gap between book membership and paid up membership by a campaign to bring them all up-to-date by an administrative check-off, another campaign will be launched to organise the unorganised wor-

kers. The Modernization Campaign Committee, set up immediately after the Seminar, has chalked out a comprehensive programme to organise the workers by holding trade union meetings in the various areas of Singapore, by launching National Campaign Week/Month, by pamphlets galore and by publicity through Press, Radio and T. V. Forums.

● See Page 27

6 FREE TRIPS TO EXPO '70 JAPAN

**8.6 inches high
24,810 miles wide**

THOSE WHO KNOW BUY NATIONAL

Think of this: if you tune your NATIONAL tonight to the Voice of America, chances are there'll be thousands of others in a hundred countries doing the same thing. But don't feel small! You're one of the BIG NATIONAL family. All over the international world you'll find NATIONAL in millions of homes... TV, radios, cookers, appliances of every description, even batteries! Because all over the international world, people know NATIONAL for integrity of quality, dependability, and true lasting value.

NATIONAL PANASONIC

NATIONAL MONTHLY LUCKY DRAW—6 FREE TRIPS TO EXPO '70 PLUS MONTHLY HUNDREDS OF PRIZES. CAMPAIGN ENTRY FORMS AT NATIONAL AUTHORISED DEALERS.

NATIONAL QUALITY PRODUCTS ARE BACKED BY: * FULL GUARANTEE * SERVICE STATIONS THROUGHOUT MALAYSIA AND SINGAPORE



EMPLOYMENT ACT A MAJOR FACTOR OF OUR SUCCESS

LEE: 'We have Five years of intense effort before us'

THE Prime Minister, Mr. Lee Kuan Yew, opening the NTUC Seminar on 'Modernisation of the Labour Movement' at the Singapore Conference Hall on 16th November, 1969 told 350 delegates and observers that "this is no time to talk about amendments to the Employment Act". He assured them that anomalies can be ironed out but reiterated that "the principles which the Act embodies will have to be part of our way of life". The Prime Minister stated:

There is one school of thought, that for rapid industrialisation in an under-developed country it is better not to have trade unions. They cite Hong Kong, Taiwan and South Korea in support of this theory. But Singapore's objective is not just industrialisation. The development of the economy is very important. But equally important is the development of the nature of our society. We do not want our workers submissive, docile, toadying up to the foreman, the foreman to the supervisor and the supervisor to the boss for increments and promotions.

To survive as a separate and distinct community we have to be a proud and rugged people, or we fail. You can neither be proud nor rugged if you have not got self-respect. Self-respect is what our trade unions have and will give to our workers, that protection for a man's right

to his own dignity, his dignity as a human being, as a citizen. He may be an unskilled worker, but he is one of us. He must be prepared to fight and die for Singapore. He will neither be able nor willing to do this if he is a cringing coward.

Origins

To understand the present, we should briefly recall the past. The NTUC, as we now know it, had its origins in 1952, 2½ years before the PAP itself was founded. Some of us who later founded the PAP were already planning a mass base for the political struggle for independence. We worked first amongst the government and City Council unions,

● See Page 23



The Prime Minister addressing the Seminar.

STRUCTURES IN STEEL

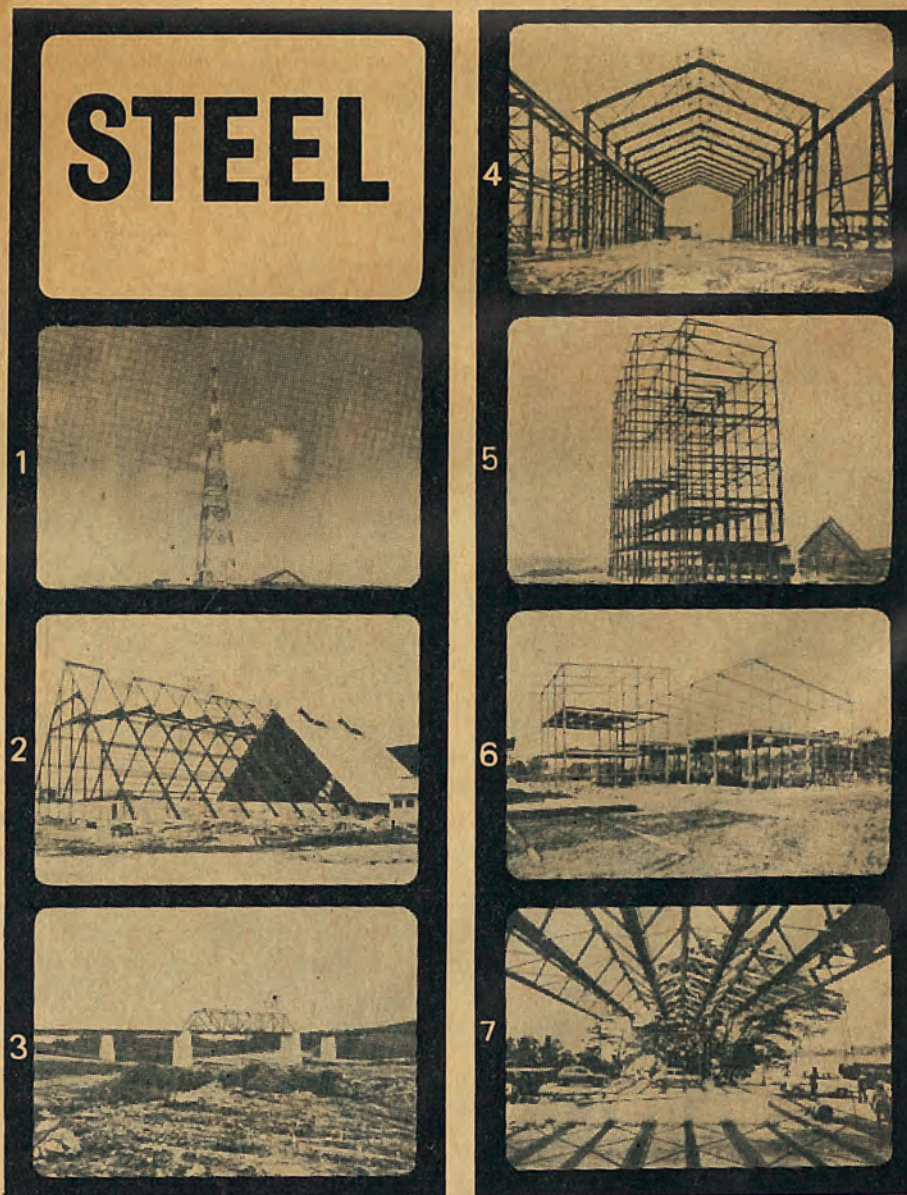
Economy and reliability are the main reasons for the outstanding success of steel in every form of construction. Factories, Warehouses, Public buildings, Bridges, Conveyors, Radio and Television transmitting towers are built to last in steel, and steel has the outstanding advantage of easy alteration and adaptation for every purpose.

A fully qualified technical staff is at the disposal of clients at all times. Design-service is extended to Architects, Engineers and Builders and we are pleased to prepare complete Schemes, Designs and Estimates to meet individual requirements.

We carry an extensive stock of steel and our well equipped Workshops offer every facility for first class workmanship and expeditious execution.

Steel structures are many and varied. A limited selection of examples built by U.E. in recent years is illustrated.

1. TV transmitting tower, in high tensile steels stands 350 ft. high at Bukit Batok, Singapore.
2. 24,000 tons capacity raw sugar warehouse 168 ft. span x 310 ft. length x 90 ft. height for Sugar Industry of Singapore.
3. One of seven railway bridges serving Jurong Industrial Estate for the Economic Development Board.
4. Melt-shop of National Iron and Steel Mill Ltd., Jurong under construction.
5. Multi-storey blending building for Shell Company at Woodlands.
6. Structural steel framework for secondary, vocational schools, P.W.D. Singapore.
7. 85 ft. span stressed-skin construction in rectangular hollow sections for Customs' shed at Woodlands, Singapore.



UNITED ENGINEERS (S) PTE. LTD.

RIVER VALLEY ROAD, SINGAPORE. TEL: 24161 P.O. BOX 41.

PARTICIPANTS OF THE SEMINAR



Modernisation of the Labour Movement

'Critical appraisal of our shortcomings' -Seah



THE Secretary-General of the National Trades Union Congress, Sdr. Seah Mui Kok, said that the hosting of the Seminar was to enable a critical appraisal of the shortcomings of the labour movement, and to find adequate means to enable a more positive role to be undertaken by workers, their unions and their leaders.

He was addressing about 350 delegates and observers at the NTUC Seminar on 'Modernisation of the Labour Movement' at the Singapore Conference Hall which concluded recently.

He said, "The people of Singapore, and trade unionists in particular, have been taken up by this frank confession that the trade union movement needs to be modernised."

"The N.T.U.C. has taken a very bold decision in this respect. It has admitted that the trade union movement which it leads has not kept pace with the rest of society."

"The N.T.U.C. is confident that from the dynamic workers of Singapore whose efforts yield us a gross na-

tional product second only in Asia to Japan, will come the necessary human and financial resources."

Mr. Seah said that a great number of matters may well be red herrings and it was necessary to identify those herrings if the deliberations were to be fruitful.

He added, "I am confident that with a proper understanding of the political and socio-economic situation of our country, we will be able to distinguish the red herrings."

He urged delegates not to be carried away by the grievances which will undoubtedly be aired but to spend time examining them, not only critically but also realistically.

*an unbeatable
combination*



When you put IHI, the world's leading ship builder together with the abundant, highly skilled and adaptable technicians of Singapore, you get an unbeatable combination in JURONG SHIPYARD LTD. Situated at the crossroads of the world, JURONG SHIPYARD provides fast and efficient first class repair services at economical cost - a fact characteristic of modern Singapore, only.

SHIPBUILDING: Cargo ships, tankers, bulk carriers, dredgers, tug boats, etc. Maximum capacity of 6,000 tonner.

SHIP REPAIR FACILITIES:

No. 1 Drydock:	270 m x 40 m (885 ft. x 131 ft.)	Capacity	90,000 DWT
No. 2 Drydock:	260 m x 56 m (850 ft. x 184 ft.)	Capacity	100,000 DWT
Floating Dock:	86 m x 18 m (282 ft. x 59 ft.)	Capacity	2,000 DWT

INDUSTRIAL PRODUCTS: Manufacturers of steel bridges, building structure frames, steel towers, dam gate, penstocks, cranes, tanks and vessels.

JURONG SHIPYARD LIMITED SINGAPORE

A Joint Venture of Singapore Government And Ishikawajima-Harima Heavy Industries Co., Ltd., Japan

Pulau Samulun, Jurong, Singapore 22. Tel: 651766 Telex: SETX 318 Cable: Jurongship

RAJA: Unions have crucial role to play in a modernising Singapore

THE Minister for Foreign Affairs and Labour, Mr. S. Rajaratnam, speaking to 350 delegates and observers on the second day of the four-day NTUC Seminar on 'Modernisation of the Labour Movement' at the Singapore Conference Hall, refuted the belief among some unionists "that in the new environment now being created in Singapore the role of trade unions must diminish in importance". On the contrary, Mr. Rajaratnam asserted that "in a truly modernised and industrialised Singapore the role of trade unions will not only grow in importance but they will and must play an actively crucial part in the total life of a modernising Singapore". The Minister made this point in his speech.

The following are excerpts from his speech:—

Reading through the working papers prepared for this seminar I could not help but note the profound — almost qualitative — change that has taken place in recent years, in the outlook and attitude of trade union leadership in Singapore. I am not so much concerned with the contents

and conclusions arrived at in your papers but with your new approach to problems affecting trade unions in particular and labour in general. It is so radically different that I am certain that many old-style trade union leaders will find this approach not only alien and incomprehensible but even a negation of what they conceived of as fundamentals of trade union theory and practice. Had working papers of this kind been submitted to a trade union se-

minar ten — and even five — years ago they would have rejected as heretical and perhaps ceremoniously burnt as betraying the true spirit of the working class.

Flabby

These papers are business like documents containing facts and figures, arguments and close analysis demanding a great deal of thought and attention on the part of those reading them. This be-

ing so, it is possible that many of your union members and possibly some of your trade union leaders too will find these papers not to their taste. The business-like, analytical approach of your papers will no doubt persuade some trade union leaders and members into believing that trade unionism in Singapore has lost its dynamism and vigour and that it has instead become, as you note in your "Report on the Labour Movement in Singapore", a "duplicating machine of the government" and primarily an organisation for holding dinners and dances. So long as workers continue to see the old-style trade unionism and trade union leaders as models of effective organisation and leadership so long will they continue to view your style and leadership as feeble and futile. It is part of human nature to think of the old ways as being better and to be suspicious of new ideas and new ways of doing things. New ideas and new ways of doing things are always upsetting because they demand abandonment of habitual ways of doing things and thinking about things.

I know that there are many workers and trade union leaders who think that the N.T.U.C. is flabby and that it has lost its single-minded devotion to promoting the welfare of workers. In fact you state in your report that some trade union leaders have lost heart and are thinking of either retiring from trade union work or joining unions which still adhere to the spirit and style of the good old days.

Militancy

The old-style trade unionist had to be militant. His primary aim was to inject a corresponding degree of militancy into a docile and disorganised working class which for long had accepted injustice, exploitation and oppression as the natural order of things. It was a time when the colonial government and the employing class were more or less solid in their belief that trade unionism when not treated as a subversive movement, should not in anyway be allowed to unduly restrict the capitalist's

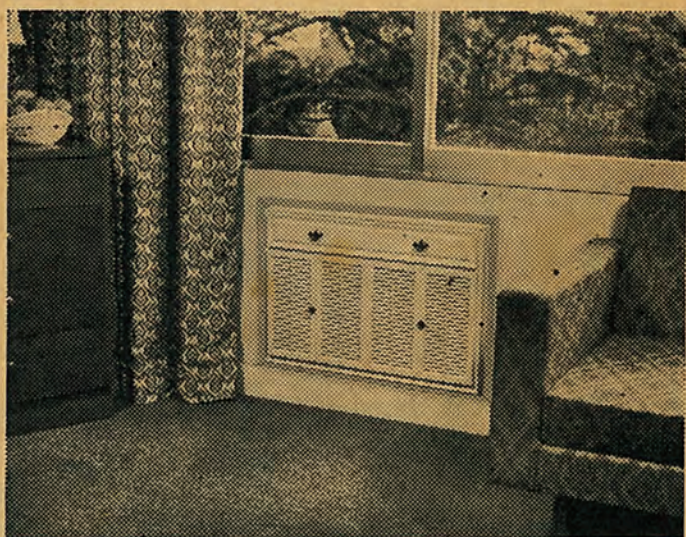
right to enrich himself to the maximum extent.

Given this gang up between a colonial government and the capitalist class, trade unionism had to be militant. Since there was no democracy the workers could bring pressure on the government and employers only by extra-parliamentary methods — by strikes, by violence, by intimidation and even by economic sabotage. In an anti-democratic, colonial atmosphere the workers could feel no loyalty to the state because it was not their state. Government appeals for co-operation between workers, employers and state to safeguard the national interests and promote the national economy were spurned because the workers quite rightly, felt that the so-called national interests were those of a colonial government and the national economy one largely organised for the benefit and enrichment of a capitalist minority.

Biased

So in the early days of trade unionism, a union leader was not concerned with the effects of his action on the national economy. It was not his responsibility, he felt, to promote either political stability or economic expansion and thereby help to consolidate and strengthen the power of a colonial government biased towards the employers. On the contrary a union leader felt that the more political and economic instability there was the sooner could he weaken the stranglehold of the colonial-capitalist alliance. The more he weakens the stranglehold the greater his prospects of organising strong and effective unions. He had to fight the government and demoralise the employers.

So in such a situation there was no occasion for the kind of working papers now before this seminar. They would have been irrelevant to the problems then facing trade unions and workers. The workers of those days were not interested in economic development, national economy or industrialisation because they felt that they had no share in any of these things. The only two rational objec-



**if you can spot the
airconditioner
you've got an
eye for beauty**

To some extent it's been our own fault. We concentrated on making Carrier airconditioners the most reliable and efficient in the world. Which they are. Then we said, "They work marvellously, but maybe they should look better". (We were thinking of bedrooms and living rooms where people

like to look at attractive things.) So we came up with the "Cosmopolitan".

That's it in the picture. The piece of furniture with the French Provincial styling. Beautiful white louvres and all. Behind the shutters there's a heart that works with total reliability.

There are features like the automatic Openaire louvre. Two-speed cooling, ventilation and exhaust. A choice of three capacities. And, of course, the famous Carrier name. So now there's an airconditioner you won't want to hide. Especially if you have an eye for beauty. Just remember "Cosmopolitan".

Invest in trouble-free



world leader in airconditioning

From Carrier: a full range of flush fitting individual room airconditioners and complete home package units.



CARRIER SALES & SERVICE CENTRE — 24 HOURS SERVICE TEL. 641211
■ Aljunied/Serangoon area — Tel: 511106 ■ Newton/Moulmein area Tel: 513086
■ Bukit Timah/Jurong area — Tel: 655327 ■ Selayar/Braddell Heights area — Tel: 513000
■ Katong/Geylang area — Tel: 447061
Carrier Technical Information Centre Tel: 648255/6



Mr. S. Rajaratnam, Minister for Labour, addressing the Seminar on the Second Day.

tives the workers could then pursue were (a) to consolidate their power in trade unions and (b) to wring as much concessions as they could out of employers through such power.

This being so the organisational methods and trade union tactics and philosophy had to fit in with the economic and political realities of the day. The trade unions conceived themselves as being more or less in a state of civil war with the government and employers. The government and employers had to be treated as implacable enemies. And so in those days trade union meetings, conferences and seminars were councils of war. Speeches, statements and discussions were not for the purpose of discussing and analysing national problems but how to mobilise workers for another offensive, for another raid against the enemy. That is why the most effective leader, the most popular leader was one well versed in the art of rhetoric. That is why statements and speeches had to be embellished with stirring slogans and wrapped up in chilling war-cries.

Crucial Part

But before I go on to note the character of the changes that have taken place, let me stress one point. There appears to be a belief among some unionists that in the new environment now being created in Singapore the role of trade unions must diminish in importance. This is not true. On the contrary in a truly modernised and industrialised Singapore the role of trade unions will not only grow in importance but they will and must play an actively crucial part in the total life of a modernising Singapore. I say crucial because I cannot conceive of a successful modernisation of Singapore, economically, politically, socially and culturally without the existence and active participation of strong and vigorous trade unions. Trade unions will grow and flourish in the new Singapore. What

will wither away are the old-style trade unions and union leaders. The dismay, confusion and uncertainty which now afflict some union leaders is not, to me, evidence of the decline of trade unionism but of the inevitable and necessary decline of old-style trade unionism and unionists. It is the despair of the Old Testament fundamentalists before the assertions of the New Testament prophets.

Changes

Let me now deal with some of the major changes that have taken place since trade unionism took root over two decades ago — changes which require new concepts because they have created new problems.

The first of these is that Singapore is no longer an imperial property to be run primarily in the interest of an alien power. We are today an independent country and therefore the terms "national interest", "national economy", "national welfare", and "national security" are not meaningless and unreal concepts. If any of these interests are adversely affected then all of us — workers, employers, political leaders and citizens generally — are also adversely affected. The safeguard of these broad national interests is the responsibility of all of us because if these are not preserved then sectional interests go down with them. That is why no responsible government can permit the promotion of sectional interests — whether it be of workers, employers or any other group — at the expense of national interests. The old style trade unionist who, under colonial rule, fought to promote the interests of workers without regard to national interests (because in those days national interests were synonymous with imperial interests) is a menace to the future of Singapore and to trade unionism.

Let me state here that the old-style trade unionist has his counterpart in the old-

style capitalist who is just as ready, if given the chance, to promote his sectional interest at the expense of the national interest. But the capacity of Singapore employers to oppress and exploit workers is not as great as it was twenty years ago. The advent of an independent democratic Singapore has deprived the employer of the necessary power to achieve this. Today with a popularly elected Government the employers have no political power. They know that were they to hamper us or frustrate us in our twin objective of modernisation and economic development they will get into trouble.

Abuses

I make this point to counter the tendency among some old fashioned trade unionists to present every conflict they have with employers as a life and death struggle between saintly workers and wicked employers. I have no doubt that there are wicked and selfish employers, ready to take advantage of some of the legislation we have passed to accelerate the modernisation and economic development of Singapore. But let me state here that though there have been complaints of misuse of some of the provisions of the Employment Act by some employers, such abuses, investigation has shown, have been very few. I am not, therefore, suggesting that workers should cease to be vigilant or that they should cease to report suspected cases of abuse of the Employment Act. Over vigilance on the part of workers may be a practical deterrent to employers. What I am suggesting is that union leaders should get out of the habit of treating every move by an employer as a hostile move designed to do the worker in. The new trade union leader should have enough confidence in himself to be able to negotiate with an employer or his representative on the basis of skill, argument and intelligent tactics.

Modernisation

In the Singapore of today modernisation and economic development are the overriding considerations. Modernisation and economic development, I have said on previous occasions, are goals which require discipline, restraint and sacrifices on the part of workers and citizens in general. There is no easy comfortable road to modernisation. There is no short cut to it except that if we undertake this task in a planned and disciplined way it need not be accompanied with the unnecessary brutalities, inhuman exploitation and injustices that accompanied modernisation of societies in the past.

I believe that modernisa-

tion and rapid economic development can be put through in Singapore with the least sacrifice and least discomfort if the operation is undertaken as a joint effort by Government, entrepreneurs and workers. This means that all three must make modernisation and economic development their common objective and overriding consideration. This is not to deny conflict of interests. But such conflicts will generally arise in regard to how the fruits of economic development should be divided. But there should be no conflict or disagreement over the need for rapid and sustained economic growth. No sectional demand or sectional conflict should be allowed to hamper the impetus to economic growth provided by recent measures and legislation initiated by the Government.

Educate Workers

However this does not mean that workers must resign themselves to abstinence and self-denial even as our economy grows particularly if employers and others enjoy the fruits of growing prosperity. A fair proportion must also filter down to the workers. It will be the function of the new style trade unionists to think out ways and means of how workers can get a greater share of the growing cake without slowing down the rate of development or the flow of investments from within or from abroad. This, I know, is not as simple as all that when it comes to practice but that does not mean practical plans towards this cannot be worked out. There has been already some discussions about relating wage increases to rising productivity. Also given the present pace of industrial transformation workers can, by taking the trouble to acquire new skills, move to more lucrative occupations. This is why I believe that one of the functions of trade unions, apart from pressing for better wages for its workers, should be to educate workers to acquire new and more sophisticated skills and therefore more remunerative or learn to perform their present tasks more skilfully and more productively.

All this implies a new ap-

proach to trade unionism. Slogan shouting and oratory will not get you far in this style of trade unionism. What all this means is that the new trade union leaders must become skilled executives to look after the interests of workers. They must become counterparts of the executives that the capitalist classes have created to run their enterprises and promote their interests. The trade unions must therefore create skilled executives of their own — well-paid, well-educated, with deep knowledge of the workings of modern industrial and commercial enterprises, possessing the skills and intelligence to negotiate effectively with their counterparts representing the employers and finally possessing a perception of the overriding need to give priority to national interests.

It will undoubtedly take some time for this new kind of trade union leaders to emerge in sufficient numbers to bring new life into the trade union movement. At the moment we are in the transitional phase when the old style trade unions and their outlook have not completely died and the new style unions have yet to develop confidence and clear cut ideas to waken the interest and enthusiasm of their members.

This seminar that you have organised will I am sure do a great deal to hasten the emergence of the new style trade unionism. The old style trade unionism must slowly die away not only because its ideas and techniques have become irrelevant in modernising, industrialising Singapore but also because increasingly the workers of Singapore are better educated citizens possessed of skills and knowledge which a large proportion of earlier generation of workers did not possess. The new generation of workers will not respond as readily as the older generation to the slogans and ideas forged during a different and now largely irrelevant phase in the history of Singapore trade unionism. It is up to the leaders of the N.T.U.C. to convince the new generation of workers that modernisation and industrialisation are goals worth pursuing because in them are guarantees of a better more secure and more satisfying life for themselves.

Affiliated Unions

Due to unprecedented demand for "Perjuangan", we have run out of file copies of the November issue. If affiliated unions have a few copies to spare, please let us have them. — Editor.

Seminar: Conclusions and Recommendations

THE Seminar was held with much fanfare and publicity. When the ding-dong has died down and the dust has settled, one will be interested to see what emerges as the net-product of the whole exercise.

The delegates who met to diagnose the sickness of the labour movement in the country have prescribed three mixtures in the form of Recommendations and Conclusions of the Three Work-

shops, which if administered properly, and in time, will rejuvenate and revitalise the trade union movement and arm it with the necessary tools to build a robust Centre and the social institutions to

nourish and sustain a more dynamic working class society.

In their deliberations, we can take comfort from the fact that the delegates were guided and inspired by the best brains in the Republic, who pooled their ideas together to chalk out a plan of Action.

It is up to every worker now to rise to the occasion and put his shoulder behind the wheel for a mighty heave. Once in motion, this juggernaut will gain momentum. Let this message reach the grass root level, for the motive power must come from them; the leaders can only exhort.

Let every union leader make it his duty to propagate this message, let every member sit up and read these recommendations, and decide to ACT, for herein lies your salvation.

United we win, divided we fall. So let us make a concerted effort for our own sake.

WORKSHOP 'A'

The Political and Socio-economic Context in which Organised Labour has to function; the Response needed from Organised Labour if it is to fulfil a Positive and Respected Role.

The topic that Workshop "A" had to consider was:

"The Political and Socio-economic context in which organised Labour has to function; the Response needed from Organised Labour if it is to fulfil a Positive and Respected Role."

This topic has been fully, even exhaustively considered during the past two days by the 52 delegates from 30 trade unions who comprised our workshop. I would like, therefore, at the outset of this report, to pay a heartfelt tribute, as the Chairman of Workshop "A", to the quality of participation by its members.

We spent 9½ solid hours on this topic and examined 4 well-prepared and documented papers — but never once did attention flag, or constructive discussion fall silent. On the contrary, there was a strong spirit of camaraderie throughout, plenty of robust give and take in the best parliamentary fashion and, above all, a strong conviction and motivation which from the outset, was almost tangible in its reality. Here were no Old Testament fundamentalists wielding abstract principles like thunderbolts; here were indeed the New Testament prophet of trade unionism (though a few had gray and balding heads), sitting down in a spirit that combined both self-criticism and self-confidence. They knew that they were facing a long pull, but they were determined to move forward together to modernise the labour movement.

Although we examined each of the four papers in turn: The Trade Union Movement in Singapore, Employment Legislation, Political and Social Options of Organised Labour, and finally Successful Trade Union Organisation in the Developed Countries — the German,

Swedish and Israeli Examples; it is true to say that our discussions were dominated by the need to map out a strategy which would ultimately make the legalistic provisions of the Employment Act unnecessary.

Many speakers in our Workshop expressed their detestation of the Act as a powerful threat to job security, but all were united in accepting that the principles behind it — to lower costs, raise productivity, curb malpractices, and base all work on the norms of the industrial worker — are vital to the survival and rapid development of our country and, indeed, of our labour movement.

In 9½ hours of discussion, argument and debate, we have hammered out a strategy which, we think, will root these vital principles into the working of the nation and also provide the motivation which will make legalistic prohibitions irrelevant. We have enshrined our strategy in the following 14 Recommendations to the Plenary Session.

A. SOCIAL OPTIONS

"That this Plenary Session, recognising that, if our society does not survive, the bell will also toll for organised labour; that the next few years are crucial for Singapore and Southeast Asia; that if we are to survive and prosper we must take up now the challenge of modernisation,

Pledges that all our actions shall be guided from henceforth by the dual purpose of strengthening our multi-racial State and the labour movement; and undertakes solemnly not to falter in this task until we overcome all obstacles; represent the overwhelming majority of the workers of Singapore; and

become co-owners of our new, dynamic society."

B. PRODUCTIVITY

"That this Plenary Session, taking cognizance of the fact that Productivity is the key to the rapid industrialisation and modernization of Singapore; and fully accepting this to be so; drawing attention to the important factor that possession of status and function is the real key to increasing a worker's productivity,

Requests the Government to accept, as obligatory on both management and Labour, the following code of Management/Labour relations, for the achievement of high norms of Productivity:

- Full acceptance by management
 - of collective bargaining process under the law,
 - of unionism as an institution,
 - of a strong democratic union as an asset to management.
- Full acceptance by the union
 - of private ownership (where applicable)
 - of private operation of the business concerned
 - of the fact that the welfare of its members depends on the successful operation of the business.
- Union to be responsible and disciplined and management to stay out of Union's internal affairs and not to seek to alienate workers' allegiance to their union.
- Mutual trust and confidence exist between the parties that both are partners in the drive to modernisation.
- Neither party will adopt a legalistic approach to the solution of problems, but will, on the contrary, ensure

that negotiations are problem-centred and more time is spent on day-to-day problems than on defining abstract principles.

- There is widespread union-management consultation and a highly-developed process of sharing information.
- Grievances are settled promptly and locally, wherever possible, and the procedure is both flexible and informal.

"That this Plenary Session, agreeing with the Prime Minister in his speech at this Seminar, that developing the economy and increasing productivity ... make sense only when fair play and fair share make it worth everyone's while to put in his share of effort for group survival and group prosperity,

Requests that Joint Productivity Councils be set up immediately in all sectors, both public and private, on which unions and employers would be equally represented, with the following duties:

- the stimulation of Production;
- the measurement of Productivity; and
- the equitable sharing of the fruits of such productivity between employers and employees."

"That this Plenary Session, recognising the great importance of the factor of environment in the problem of Productivity; and observing that, with the rapid rate of industrialization in Singapore, this problem can steadily assume greater and even frightening proportions, as may already be seen in the developed countries of the world;

Calls for the speedy setting-up, in both public and private sectors, of Joint Health and Safety Councils, with equal representation of management and labour, to which experts should be co-opted, to investigate all hazards to the health of workers, and to establish a Code of Safety

Norms which would take into account air and water pollution, occupational and environmental hazards, industrial dangers, the need for regular inspection and supervision, etc."

"That this Plenary Session, in further prosecution of the key objective of rapid economic growth,

Urges that Works Councils be set up immediately, with equal management and trade union representation, at all places of work without exception; and Requests the NTUC to draw up a Model Constitution for such Councils in order to standardize procedures and terms of reference."

C. RE-ORGANIZATION

"That this Plenary Session, having critically examined the trade union structure in Singapore; having noted its weaknesses; and with a view to streamlining this structure to meet the challenge of modernizing the labour movement;

Undertakes to make radical changes in the structure by re-organizing unions on an industry-wise basis, thus eliminating splinter unions, and increasing the centralisation, co-ordination and impetus of the movement as a whole."

"That this Plenary Session, accepting the need to expand the social and economic activities of the labour movement,

Urges that the NTUC set up new Departments to take the responsibility for the organisation of new schemes in the areas of Co-operatives, Insurance, Housing, etc; and it further Urges that a corps of full-time executive officers be trained to man these Departments."

"That this Plenary Session, taking full cognizance of the

(continued on next page)



Seminar: Conclusions and Recommendations

WORKSHOP 'B'

Recommendations of Workshop "B" on the N.T.U.C. Functions and activities as carried out by N.T.U.C. in 1968/1969

It was recommended:—

1. That union subscriptions of all unions be rationalised and that there should be an increase in subscription dues.
2. In this connection it was suggested that the subscription should be deducted at source and that a reasonable proportion should be paid to the national centre.
3. That the N.T.U.C. set up a team to survey all the activities that the affiliated unions and the N.T.U.C. have and make recommendations as to what should be undertaken by the Centre and what they should themselves process in the future.
4. That the N.T.U.C. sponsor a scholarship fund for children of trade unionists to go for further studies to enable them to give their service to the Centre or an affiliated union. Children so provided with this scholarship will be bonded to serve the trade unions for a period of 5

(continued on next page)



Workshop 'A' continued

large pool of unorganised labour in Singapore; and of the declining membership in the trade unions;

Calls upon the labour movement as a whole to recognise the great peril of our situation; and instructs the NTUC to bear the responsibility for drawing up and executing plans for the organising of unorganised labour into strong and democratic unions; and further instructs individual unions to shoulder the responsibility for achieving 100% membership, and to select cadres (full-time and part-time) to be sent to an NTUC Course on Recruitment Methods and Strategies."



D. FINANCE

"That this Plenary Session, recognising that no modernization of the labour movement is possible without adequate financial resources,

Decides that:

- (a) union dues be increased;
- (b) affiliation fees to the NTUC be also increased;
- (c) loans by unions at favourable terms be made to the NTUC to fund its special projects like Co-operatives, Insurance, Housing, Banks, etc;
- (d) every worker in Singapore be called upon to donate, annually on Labour Day, one dollar per head to the NTUC; and
- (e) various other fund-raising activities be fully investigated e.g. setting up a printing-press, travel agency, lotteries, concerts, etc.



E. EMPLOYMENT ACT (1968) and CENTRAL PROVIDENT FUND AMENDMENT ACT (1968) AND INDUSTRIAL RELATIONS ORDINANCE (1960)

"That this Plenary Session, have considered these three

Acts, and the promise of the Prime Minister that anomalies may be corrected and drawing attention to the fact that

- (1) the term 'managerial, executive and confidential position' has not been defined in the Employment Act, and is therefore likely to give rise to disputes between employer and trade union;

Proposes that the NTUC define this term with a view to preventing abuse, and to having this definition included in the Act;

- (2) in reference to employees who work on rest days under Section 37(4) of the Employment Act,

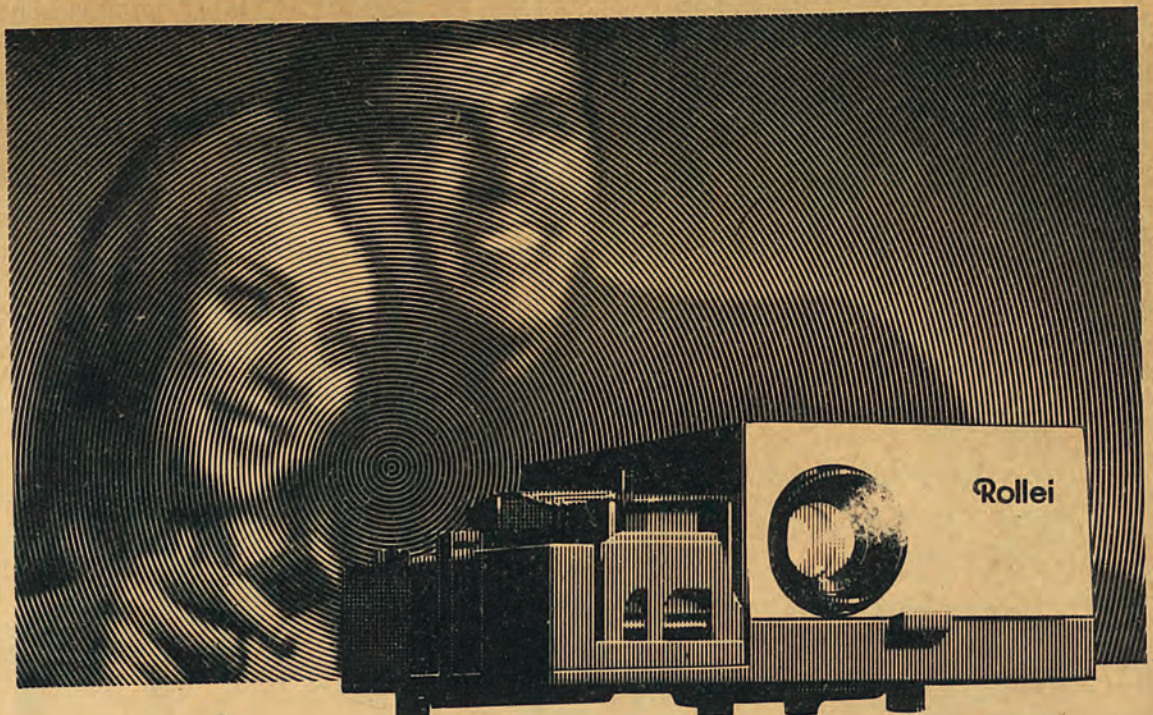
Proposes that, to prevent possible abuse, if a day off earned is not given within the specific period of seven days, then the worker should be paid for the work performed on that rest day in accordance with Section 37 (3) of the Employment Act. Similarly an employee who works on any holiday under Section 41(4) should be paid as provided under Section 41(3).

- (3) Proposes that Section 43(1) of the Employment Act (1968) be amended to provide that if any employee meets with an accident arising out of, or in the performance of his duties, which necessitates hospitalization, he should be eligible for paid sick leave, and such sick leave should not be deducted from the 60 days' sick leave entitlement provided under Section 43(1)(b) of the Act.

- (4) Taking note of the undoubted fact that some employers are deducting from their contributions to the Private or Retirement Benefit Funds, in order to meet the increased payment to the Central Provident Fund (as called for by the CPF Amendment Act 1968), thus flouting both the purpose and the spirit of the Act,

● See Page 27

AN AFFAIR TO REMEMBER-PART II



This time she sits meekly by you. You run the whole show — with a ROLLEI P35A remote control slide projector. You make the scenes — forwards, backwards and focus them automatically — all from the controls in the palm of your hand.

Bewitch her again, in full true brilliant colour — possible only with ROLLEI'S 24V/150W halogen lamp. A special heat absorbing filter protects your slides.

Dexterously make the scenes with ROLLEI'S three projection lenses; for sub-miniatures, for standard size slides and the revolutionary new ROLLEI zoom lenses with variable focal lengths from 70 to 120mm.

A noiseless powerful radial fan keeps the projector cool. List Price: \$272 in Singapore with a FREE, handsome carrying case.

Yes, you can make it happen again, beautifully, thrillingly, with ROLLEI. She will love you much more this second affair.

THE ROLLEI P35A — ANOTHER PRODUCT IN THE ROLLEI TRADITION OF QUALITY AND DEPENDABILITY.

bm

BEHN MEYER & COMPANY LIMITED
SINGAPORE KUALA LUMPUR PENANG IPOH

Rollei
Service

Seminar: Conclusions and Recommendations

Workshop 'B'

Education for Leadership

continued

- years as in the case of recipients of Government Bursaries.
5. That the N.T.U.C. set up a Committee to look into the possibility of establishing a printing press to cater for the needs of affiliated unions. In this connection it was recommended printing rates should be more attractive than those offered by commercial publishing firms.
 6. That the N.T.U.C. programmes for the following year should be submitted to affiliates by October of the current year so that unions can

- plan their programmes to support and complement the same without the danger of duplication. Any programme planned should **not** seek to compete with those already in existence.
7. That the N.T.U.C. immediately set up a Committee to amalgamate all small unions into BIG, EFFECTIVE UNIONS, only in exceptional cases should the Registrar of Trade Unions register unions of less than a thousand.
 8. That the N.T.U.C. set up a Special Committee to look into the position of unionising unorganised workers in Singapore.

It was recommended:—

1. That the NTUC should support a fund for handicapped children's organisations so that an annual grant could be given to the organisations which would in return give special consideration for children of union members.
2. In view of the inevitability of the members' need for re-training to meet the demands of industrialisation in Singapore, the NTUC should —
 - i) Ensure a survey of future job opportunities;
 - ii) Request that full-time instructors rather than part-time instructors should train these employees;
 - iii) Ensure that all workers who have to undergo re-training should as far as possible be given jobs when they finish their re-training.
3. That the Vocational Training Centre and the National Productivity Centre should organise these courses for the employees and the NTUC, should have an ef-

fective voice in the organisation of these courses.

4. That the NTUC appoint a committee to look into the possibility of investing the Workers Education Fund, so that the NTUC could grant scholarships to member's children at secondary and university level and that this committee should also examine means of obtaining further donations to the fund.
5. That the NTUC should examine the feasibility of establishing a workers' college. It was felt that trade union members would respond with the same enthusiasm that the public, particularly the workers, responded to the appeal of Nanyang University.
6. That the NTUC should organise more courses in industrial relations particularly in work study, union laws and advocacy, for rank and file members so that they would be able to negotiate at branch level.
7. That as an interim measure that the NTUC explore the possibility of continuing to use the facilities at the National Youth Leadership Training Institute to carry on these programmes for the rank and file.
8. That priority should be given to the education of rank and file members to assume positions of leadership in the unions and to fill the posts to be created for career unionists.
9. That careful consideration should be given not only to the intellectual ability but also to the loyalty of those professional officers, e.g. lawyers, accountants, and economists etc., who would have to be recruited direct from the Universities.
10. That unions be given full details of the exact costs of running the operation and that there was proper budgetary control and that services be rendered impartially to all affiliates.
11. That this support was contingent upon a check-off system being instituted.
12. That although all the proposed projects were desirable in principle, first priority should be given to the education of the rank and file.
13. That all projects should be wholly financed by the unions themselves who were the ultimate recipients of these benefits.

Workers Participation in Management

It was recommended:—

1. That the NTUC give immediate consideration to the formation of an effective Joint Consultative Machinery for all Unions.
2. That the NTUC should set up a programme to train members on the floor on the concepts and operation of Consultative Committees in order to effectively educate the members.
3. That both employers and employees serving on the Joint Consultative Committees should have full powers from their nominating bodies to make effective recommendations and decisions.
4. That the NTUC consult with recognised Employers' Organisations and the Government to draw up a common consultative procedure acceptable to all parties both in the private and public sector which should deal with matters of personnel relations, working conditions

and all matters which are not dealt with in collective agreements.

5. That the NTUC should prevail upon the government to accept the principles, of the 1952 Recommendations of the ILO Committee on Joint Consultation.
6. That the ILO Recommendations embodied in the 1952 agreement, be regarded as a suitable basic working document as modified to meet the particular needs of Singapore, viz:—
 - A. The representatives of the workers on bodies for consultation and cooperation should be freely appointed or recalled by the workers themselves in the undertaking.
 - B. The different categories of workers employed in the undertaking should be represented on an appropriate basis on the bodies for consultation and co-operation.
 - C. (i) Bodies for consultation and co-operation should have the essential function of increasing understanding of each other's point of view between all parties in the undertaking on a basis of real equality of discussion, and of assisting management by giving advice, information and suggestions on matters relating to production and the comfort and well-being of the workers.
 - (ii) In accordance with national custom or practice such consultation and co-operation should be —
 - (a) facilitated by the encouragement of voluntary agreements between the parties, or
 - (b) promoted by laws or regulations which would establish bodies for consultation and co-operation and determine their scope, functions, structure and methods of operation as may be appropriate to the conditions in the various undertakings, or
 - (c) facilitated or promoted by a combination of these methods.
 - D. The managements of undertakings should take appropriate measures to facilitate the proper functioning of bodies for consultation and co-operation such as —
 - (a) placing at the disposal of the body for consultation and co-operation the premises, material, and, in appropriate cases the staff essential to its meetings or indispensable for its secretariat;
 - (b) informing the body for consultation and co-operation at regular intervals, and not less than once a year, regarding the activity of the undertaking and the plans for the coming 12 months, and to give general information regarding the economic and technical situation of the undertaking;
 - (c) allowing the representatives of the workers the necessary time to perform their functions without loss of pay.
 - E. Appropriate measures should be taken to ensure that members of bodies for consultation and co-operation should not disclose confidential information which may be brought to their knowledge during the performance of their functions.

happy families choose LUCKY BABY CONDENSED MILK

Vitamin-enriched, nutritious, homogenised Lucky Baby is enjoyed by families everywhere.

Enjoy Lucky Baby any time.

Happy families always choose Lucky Baby!



MALAYSIA DAIRY INDUSTRIES (PTE) LTD.
2, Davidson Road, Singapore, 13. Cables: "MASIAMILK" Tel 86421 (5 Lines)



Seminar: Conclusions and Recommendations

WORKSHOP 'C'

Chairman : Sdr. S. R. Nathan
 Rapporteur : Sdr. Yeo Toon Joo
 N.T.U.C. Representative : Sdr. N. Govindasamy

Conclusions and Recommendations of the Workshop on: "Human and Financial Resources to ensure that the Trade Union Movement will

realise its effective Role in the Tripartite Social Partnership which forms the Basis of Singapore's Industrial Advancement."

In the context of the unprecedented challenge facing the trade union movement today, the Seminar called for a new sense of direction and the identification of new fields of endeavour, if it is to modernise and avoid extinction. The need to set aside traditional virtues of militancy and struggle, in favour of a high standard of discipline and general awareness of its social responsibilities in the large frame-work of national interest was also stressed. It was acknowledged that in order to play a meaningful, yet more difficult role, in the tripartite social partnership for the modernisation and industrialisation of Singapore, the movement had not only to develop the capacity of innovate new and more rational ways of mobilising rank and file support and retaining workers' interest, but also demonstrate courage in facing up squarely to the numerous challenges of the times. This called for not only the highest standards of integrity but also a steadfast belief in being fully competitive, and accepting no privileged treatment.

If modernisation is to be achieved, the Seminar considered it important that the movement:—

- develops the capacity to anticipate changes in the environment, and determines the ideals, objectives and priorities which must be set in that context.
- demonstrates its capacity to be active participants in the process of social change and in creating the kind of Singapore which workers would like to see established.
- examines long and short term perspectives and reviews programmes, policies and doctrines in the context of the future.
- discovers policies and schemes which will be meaningful to the increasing number of the new generation of workers, who have no direct knowledge or experience of the struggles of the past; and who are likely to be more educated and less emotionally motivated, and

- observes and adheres with fidelity to certain principles of leadership and through the development of a realistic strategy and a sound financial base, provides services to meet genuine and practical social needs of workers in general.

On the two essential ingredients necessary for strengthening the trade union movement in order to play a more effective role in this new situation — i.e. leadership and finance, — the Seminar acknowledged the importance that must be attached to these resources if the National Centre and its affiliates are to play a meaningful and effective role in the modernisation process. The consensus was that the National Centre should secure these resources without further delay. Towards this end, its recommendations were as follows:—



I. FINANCE

Since financial self-sufficiency remained a highly desirable objective both for the National Centre and for its affiliate unions, the Seminar considered it important for the National Centre to progressively discard its dependence upon funds from outside sources. For this to be achieved it stressed the need for the Movement, as a whole, to find ways and means for remedying this situation. It drew reference to prevailing problems of collections of union dues and the need for some form of check-off to be secured, especially in the case of unions enjoying recognition as being the only bargaining agent for the workers it represents, and called upon the N.T.U.C. to commence discussions with Government, as a matter of urgency, for some arrangements to be effected whereby this check-off could be attained through administrative means. It was suggested that the following should be the basis on which check-off is effected:—

- that it be granted by the Minister concerned only to the unions affiliated to the N.T.U.C. and which continue such affiliation,
- that it is subject to periodic review, at intervals to be agreed upon between the N.T.U.C. and Government,
- that measures be agreed to between the N.T.U.C. and Government to safeguard workers against any mis-use of such funds as are deducted from their earnings in this respect,
- that a system be worked out whereby an employer will deduct on the basis of a schedule of membership presented to him by the affiliated unions, through the N.T.U.C.; and that deductions only cease when a



- member's resignation is accepted and confirmed by the union concerned, through the N.T.U.C., and
- that it should not be applicable to any union which has not revised its rates of membership subscriptions to that proposed hereafter.
- With these arrangements it proposed that trade unions affiliated to the N.T.U.C. should standardize their monthly subscription rates on the following basis:

Salary Range (Gross)	Rates per month
\$100/- and below	\$1/-
\$101/- to \$250/-	\$2/-
\$251/- to \$350/-	\$3/-
\$351/- to \$450/-	\$4/-
\$451/- to \$550/-	\$5/-
\$551/- and above	\$6/-

Towards this end affiliate unions should move towards amending their respective constitutions to provide for the revised rates of membership subscriptions to be brought into effect on the first day of the month following the introduction of an administrative check-off.

The Seminar also considered it necessary to recommend standardised rates of entrance fees for those seeking to enrol as members of trade unions affiliated to the N.T.U.C. However, in this case, it was felt that the effective date of these new rates should be 1st April, 1971 as this would allow interested workers to enrol as members of unions before the enhanced rates of entrance fees are introduced. The Seminar proposed that the entrance fees should be on the following basis:—

Salary Range (Gross)	Entrance Fee Rates
\$200/- and below	\$ 2/-
\$201/- to \$500/-	\$ 5/-
\$501/- to \$600/-	\$10/-
\$601/- to \$700/-	\$15/-
\$701/- to \$800/-	\$20/-
\$801/- and above	\$25/-

The question of self-sufficiency of the trade union centre was discussed at length. The Seminar agreed that affiliates had a responsibility not only towards attaining this objective but also towards providing the National Centre with resources for other Development plans that were envisaged. A variety of solutions were considered and they felt that there was no other way than for affiliates to provide the National Centre with sufficient funds by way of affiliation fees worked out on a percentage of union subscriptions collected each month.

The Seminar felt that with the introduction of standardised rates of subscriptions, monthly affiliation fees to the N.T.U.C. should correspondingly be revised to 25% of the total subscriptions collected each month by affiliated unions, (including Annual Bonus payments and Ex-Gratia payments in lieu thereof.) It was felt that of the sum so derived by the N.T.U.C. as affiliation fees, it should apportion the following percentage for the purposes specified:—

- 60% of affiliation fees collected to be devoted to the operational expenses of the N.T.U.C.
- 40% of the affiliation fees collected to be paid towards a separate N.T.U.C. development fund which is to be used solely for the financing of projects and development programmes of an investment nature.

With the allocation of such resources, the Seminar felt it important to stress the need for the N.T.U.C. to observe the following:—

- To ensure strict budgetary control over its spending and to present yearly estimates of proposed spending in advance in order to give affiliates an opportunity to examine N.T.U.C. finances and make suggestions of how spending could be channelled while ensuring the proper handling and utilisation of N.T.U.C. funds.
- The setting up of a Special Committee of experts to study the areas in which the N.T.U.C. development fund can be invested and the co-operative projects most feasible for implementation.
- The exercise of stringent control over benefits accruing from N.T.U.C. projects and membership of N.T.U.C. schemes that may be set up in the future, only to members of affiliated unions.
- The levying of a reasonable fee on unions for the exclusive utilisation of service of Officers of the Research Unit, except in cases where the unions concerned are in no position to meet this liability.

Attention was also paid to the prevalent practice of workers enjoying benefits secured by trade unions through the collective bargaining process, though themselves disinterested in trade union

membership. Fears were expressed over the tendency of employers to oblige such workers by granting these benefits obtained by unions, and it was suggested that a closed-shop policy, or alternatively a union shop policy might be the best possible solution. The Seminar felt that it was more important at this stage for the movement to demonstrate its capacity to be able to bring such workers into its fold by encouraging membership, through attractive and meaningful schemes which fulfil genuine and practical social needs of workers.



II. LEADERSHIP

In the context of the expanding role of the trade union movement and the increasing demands that will be made upon leadership at all levels, the Seminar felt that there is urgent need for competent manpower resources to be available for a broad variety of activities. While the movement will have to depend largely for leadership to be provided by those whose service to it are available only on a part-time basis, the Seminar recognised that increasingly this must give way to trade union leaders who are available on a full-time basis if they are to meet the many demanding and exacting responsibilities expected of leaders henceforth. Manpower resources would therefore have to be developed at all levels both for the execution of policies as well as to provide the leadership in the organisational and other activities of the movement. The call was made for the development of professional skills within the movement and identifying of talents that will be required. Stress was placed on the importance of training at all levels in order to develop this wide corps of trade union workers and leaders if the modernisation process is to succeed. It was suggested that training at grass-root levels of rank and file members and at shop steward level were matters of urgent need. The view was also expressed that special training programmes for leaders at branch level and at national level should also be envisaged.

With this training programme, the Seminar felt that it was

THE NTUC MODERNISATION

LOOKING back at the seminar, two weeks after the final speeches were made, and all the recommendations have been gathered in, I am left with the conviction that it was the most significant and certainly the most exciting trade union seminar I have ever been associated with. It has been described as historical but wasn't that, for history looks to the past, and we were looking to the future. It was revolutionary. Casting off the past, we spent our time discovering new and revolutionary ways to create a Trade Union Movement in Singapore that would be dynamic, attractive to the workers, and which would ultimately achieve for all workers, their rightful place in society as coequals with Government and management. Even the proceedings themselves were revolutionary, there was no banging of tables. Old antagonisms if they existed were buried, so that genuinely constructive proposals could be formulated. No board of management of a large industrial firm could have conducted its affairs in a more businesslike, co-operative, and sober manner. Never was there any playing to the gallery, for we all realised we had more important things to do. We realised that nothing less than the survival of organised labour was at stake, and the recommendations slowly hammered out in our thirty hours of hard-headed deliberations in the three workshops indicate this.

In all, the recommendations cover twenty six pages and will with the proceedings of the seminar be published in full in due course, but the following summarised version gives an idea of the range and scope of the seminar, and the ideas that were developed.

Over fifty recommendations were made which fall conveniently into six main groups as follows:—

- (1) Recommendations suggesting modifications to the Employment Act designed to remove the more glaring anomalies.
- (2) Recommendations concerning education for workers.
- (3) Recommendations concerning co-operation, where the emphasis was upon discovering ways to increase the spending capacity of the worker and give him a financial stake in industry.
- (4) Recommendations on joint consultation designed to ensure greater productivity in industry from which the worker might benefit and through which he could develop a sense of identification with his industry.
- (5) Recommendations designed to help resolve the problems of workers losing their jobs through the withdrawal of the British Military Forces, and finally most important of all.
- (6) Recommendations for the effective re-organisation of the Trade Union Movement itself, which would ensure that the other recommendations could be put into effect, and which would really generate a modernised Trade Union Movement

in Singapore capable of dealing with all of the problems that it will face in the next ten years.

The Employment Act

Although all the participants expressed their detestation of this Act as a powerful threat to job security, all were united in accepting that the principles behind it — to lower costs, raise productivity, curb malpractices and to base all work on realistic productivity norms — are vital to the survival and rapid development both of the country and the labour movement. It was agreed that recommendations should ensure these basic principles whilst providing a climate of opinion both on the side of management and labour which would make legal prohibitions unnecessary. Accordingly participants in the seminar recommended that certain anomalies in the employment legislation should be corrected and in particular:

- (a) that the phrase 'managerial, executive and confidential position' in the Employment Act should be defined by the NTUC and included in the Act.
- (b) that employees working on rest days or holidays should be given time off in lieu within seven days or alternatively be paid for the work done, according to the provisions of the Act.
- (c) that where a worker suffers an industrial accident he should be paid full sick leave, and the leave taken should not be deducted from his normal 60 days sick leave entitlement.
- (d) that employers should not be permitted to de-

duct from contributions they are already making to retirement benefit funds to meet the increasing payments made to the Central Provident Fund.

- (e) that because of the difficulty in proving victimisation, representations should be made to the Government to amend the Industrial Relations Ordinance in such a way as to make it the responsibility of the employer to prove that where victimisation is claimed by a worker, the employer did not in fact victimise the worker.

Education

The participants realising that workers will only be co-equal with management, when their education is equal to that of management paid particular attention to this matter and made several recommendations to achieve this objective. Recommendations were made covering the education of workers' children who might presumably be expected to enter the trade union movement in the future education for the rank and file in which lies the real strength of the trade union movement, education of a new corps of full-time professional trade unionists who would become in effect the civil service of the labour movement, and education of part-time elected trade union leaders who would fill the role of elder statesmen guiding the movement by their policy decisions to new strengths. The more important recommendations were:

- (a) that there should be set up a workers' college to provide training at all levels but with priority to be given to the rank and file education because of its vital importance in the development of new leadership talent both full-time and part-time.
- (b) that as an interim measure the N.T.U.C. should explore the possibility of continuing to use the facilities of the Youth Leadership Training Institute.
- (c) that the N.T.U.C. should organise courses that would ensure that workers would have sufficient knowledge of advocacy, union laws and work study to be able to negotiate at branch level.
- (d) that since with the in-

creasing industrialisation of Singapore, there would be a continuing need for retraining, the N.T.U.C. should effectively participate in the organisation of retraining courses in conjunction with the Vocational Training Centre, and the National Productivity Centre and that the N.T.U.C. itself should do a survey of future job opportunities and see that retrained workers got jobs when they finish their training and that this retraining should always be undertaken by full-time competent instructors.

- (e) that the N.T.U.C. should support a fund for handicapped workers' children, organise special tuition for workers' children in secondary schools and provide scholarships at secondary and university level from the Workers Education Fund.
- (f) that the N.T.U.C. should set up its own printing press to provide the necessary educational material cheaply for the strengthening and development of all in the labour movement.
- (g) that the N.T.U.C. should commission a competent historian to prepare a reliable 'History of the Trade Union Movement' so that unionists could benefit from the experiences of the past.

Co-operation

The new dimensions to the thinking of the participants was particularly clearly seen in the proposals made when discussing this theme. For the first time in the history of the trade union movement in Singapore, the workers were not just seeing themselves as wage earners destined to stay on that side of the fence for the rest of their lives, but as potential owners of capital, organising trading and industrial ventures from whose successful operation would come not only due and just wage rewards, but the profits of the venture as well. They saw themselves as finally being able to control all the means of production labour, management, and capital and had before them the models of other successful trade union movements as for example in Sweden and Israel where the labour organisation controls 40% of the national economy. In keeping with the serious importance of the ob-

jectives a series of hard headed responsible decisions were arrived at. It was agreed that:

- (a) a definite blue print of all future activities in this area should be worked out laying down the priorities and the basic principles governing the operation of all future co-operative ventures. In this connection it was agreed that the first priority should be the setting up of an insurance co-operative, which would generate the necessary capital accumulation to finance the other co-operatives which would need much more money to float. Next on the list would be consumer co-operatives, which would bring the benefits of low cost, attractive and wholesome consumer goods to workers at prices that they could afford. Other future proposals were for a housing co-operative to provide pleasant and cheap accommodation for workers within their means, industrial co-operatives specifically to provide employment for workers' children and displaced workers, & an industrial bank, as and when finance was available.
- (b) that all these co-operatives should be run on principles and sound business lines.
- (c) that to ensure this, expert advice should be sought both in Singapore and from overseas and especially from those trade union movements that had successfully organised co-operatives.
- (d) that the Government should be prevailed upon to revise all outdated legislation which inhibits the healthy growth of the co-operative movement.
- (e) that all co-operatives should be operated and run by the N.T.U.C. which would retain in return for its management function a proportion of the profits for the further development of the labour movement.
- (f) that initially the funds needed to finance these co-operatives should come from the reserves held by the unions to the extent of 50% of such reserves.

Joint Consultation

The participants clearly realising that as much for the

SEMINAR

by PROFESSOR T. H. ELLIOTT



survival of the trade union movement as for the survival of industry in Singapore, there must be the fullest mutual understanding between employers and employees, and the fullest co-operation between both to achieve the highest levels of productivity for their joint and equal enjoyment, recommended;

(a) that both employers and employees should accept (with Government encouragement, if necessary) a code of relations which would ensure full acceptance by management on the one hand of the unalienable rights of the workers — particularly the rights of collective bargaining and the rights to organise as trade unionists and full acceptance by labour on its part of the special rights of management, in particular those associated with the rights to private property and the rights to manage their own businesses.

(b) that to ensure greater mutual understanding of each others' problems and to facilitate smooth operation of business enterprises there should be set up effective joint consultative machinery in all industries particularly to deal with productivity problems, health matters and the safety and welfare of workers.

(c) that the N.T.U.C. should organise training courses in joint consultation so that workers on the floor selected by their colleagues might participate effectively in such joint consultations.

(d) that both employers and employees should be given full powers by their appointing organisations to arrive at effective and binding decisions.

(e) that the N.T.U.C. should initiate preliminary discussions with the appropriate Employers Federations.

(f) that the Government should be asked to endorse the I.L.O. recommendations on joint consultation which should be generally adopted as an acceptable set of recommendations to serve the best interests, both of employers and employees.

Redundancy

Everyone recognised the grave plight of workers who are being declared redundant

as a result of the withdrawal of the British Military Forces, and to try in some measure to resolve their serious problems, the participants made one specific recommendation which was, that the N.T.U.C. should set a special committee charged with the responsibility of seeking employment opportunities for this group of workers and that it should particularly recommend to Government that such workers should be given priority when suitable job opportunities arose in the new labour intensive industries currently being set up.

Reorganisation

Running through the whole seminar was the clear realisation that if the labour movement in Singapore did not make some drastic changes in its general organisation to meet the stresses and strains of the coming decade it was doomed to die a lingering death through its own sheer inadequacy. The participants faced up to this problem with complete realism and without shirking any of the unpleasant issues came out with a series of fundamental far reaching recommendations which will undoubtedly completely alter the organisational structure of trade unionism as we know it today and equally certainly take its rightful place in society as coequal with management and government in the struggle for the survival of Singapore.

The very first recommendation was that the N.T.U.C. should set up a modernisation committee charged with the responsibility of putting into effect a thorough going development programme. In order to secure the necessary funds, recommendations were made for an increase in membership fees varying from 1—3% of gross pay depending upon the salary range, and an increase in the monthly rates of subscription to a level approximating to 1% of the gross monthly pay. Of the subscriptions so collected, it was agreed that 25% should go to the N.T.U.C. and that 60% of this should be devoted to operational expenses and 40% for development purposes.

To ensure a more efficient collection of subscriptions participants recommended the introduction of a check off scheme approved by the Minister which would be granted only to unions affiliated to the N.T.U.C. The scheme

would be applicable to all registered members of the union and that wherever necessary unions should revise their rules to permit the introduction of this check-off system.

As regards structural reorganisation of the N.T.U.C. the participants made the following recommendations:

(a) that urgent steps should be taken to bring into union membership un-

organised labour, and those individuals who at present were eligible but did not choose to become members of unions existing in their places of employment.

(b) that in future unions should wherever possible be organised on an industry-wide basis.

(c) that those activities at present undertaken by individual unions, which

could be more efficiently and cheaply undertaken by the N.T.U.C. should be centralised in the N.T.U.C. with the proviso that there should be no overlapping of activities between the N.T.U.C. and individual unions.

(d) that the N.T.U.C. should offer more services to the smaller unions but that an attempt should be made to consolidate the smaller unions into larger and more effective unions.

(e) that the N.T.U.C. should provide its services impartially to all unions and make a charge to unions using the services of the N.T.U.C. except where the union could not pay for these services.

(f) that a corps of full time professional officers should be recruited with undoubted loyalty to the movement who would in effect become the civil service of the movement and who would relieve present part-time elected leaders of their more routine duties.

CHRYSLER

HOT NEW TRIO!

Cruising Racing or Water Skiing
A CHRYSLER OUTBOARD
TO SERVE YOUR EVERY NEED!
CHRYSLER Outboards
for superior performance,
endurance and reliability!

See the line of CHRYSLER Outboards
from 3.5 h.p. to 135 h.p.

Call at: **VO/PER THORNYCROFT UNITEERS/ PTE. LTD.**
 200, Tanjong Rhu, Singapore 15.
 Phone: 499121-8 P.O. Box 95

SEMINAR: CONCLUSIONS AND RECOMMENDATIONS

Workshop 'B'

● From Page 8

- F. Appropriate measures should be taken to ensure the adequate protection of the representatives of the workers against discrimination because of the exercise of their functions.
- G. All parties concerned with the activities of bodies for consultation and co-operation should take special

measures to keep the whole of the personnel informed of such activities subject to the non-disclosure of confidential information referred to in paragraph above.

Co-operation

It was recommended:

- I. That the N.T.U.C. should embark upon cooperative ventures.

II. That initially the N.T.U.C. should start a Life Insurance Cooperatives as the first priority. The collection of insurance dues would be at source.

III. That, in order to get an early start for these projects, affiliate unions explore the possibilities of offering as much as 50% of their uncommitted reserve funds to the N.T.U.C. as loans, at normal interest rates.

IV. That: (a) cooperative ventures should be fully competitive; (b) the labour movement should engage in fields where it has a

natural built-in advantages; (c) there should be complete integrity in the operation of the cooperative; (d) there should be effective management

V. That a Consumer Cooperative be established as soon as there is sufficient capital and expertise to organise such a cooperative.

VI. That the Consumer Cooperatives should be run on standard principles and that initially no credit should be allowed.

VII. That all cooperative ventures should be operated through the N.T.U.C. and should be run on business lines and that a proportion of the profits be transferred to the N.T.U.C. Development Fund.

VIII. That a cooperative bank should be established only after funds have been built up and experience developed.

IX. That subsequently industrial co-operatives should be set-up.

X. That the feasibility of embarking on industrial co-operatives for the following enterprises be assessed: (1) a cooperative tailoring factory and a garment factory — men's ready-to-wear clothing for export to western countries; (2) cane and rattan work for tourist trade; (3) printing — dealing with small contracts, e.g. invitation cards etc.; (4) bookbinding; (5) carpentry for low-cost house furniture; (6) artistic metal works for the tourist trade; (7) shoe-making; (8) mattress-making for union members; (9) tin-smelting etc. as sub-contracts to larger industries; (10) spray-painting; (11) servicing of motor vehicles (12) laundry work for hotels; (13) cooperative cigarettes; (14) holiday tours; (15) cooperative transport; (16) a cooperative school bus service; and (17) a cooperative school book-shop.

XI. That the N.T.U.C. examine the feasibility of establishing a Health Service in Jurong and other industrial estates for the benefit of workers, particularly for after office hours.

XII. That a feasibility study of the possibility of providing canteen services for army, navy and air-force establishments be undertaken. These cooperatives could also deal with durable goods.

XIII. That the N.T.U.C. draw the attention of Government to the fact that the legislation governing co-operatives was out-moded in certain respects and invite Government to review those clauses which are inhibiting the healthy growth of the cooperative movement.

XIV. That assistance be sought from Trade Union organisations overseas, which have developed successful cooperative ventures and that the services of the I.C.A. be sought as required.

XV. That the cooperatives should have three main objectives: (a) to provide services to members of the unions for the benefit of membership; (b) to earn income for the trade union movement; and (c) to be of advantage to the Republic.

The Role of Co-operatives in the Economic and Social Development of Developing Countries Legislation

10. All appropriate measures should be taken —

- (a) to detect and eliminate provisions contained in national laws and regulations which may have the effect of unduly restricting the development of co-operatives through discrimination, for instance in regard to taxation or the allocation of licences and quotas, or through failure to take account of the special character of co-operatives or of the particular rules of operation of co-operatives;
- (b) to avoid the inclusion of such provisions in future laws and regulations.

11. There should be national laws or regulations specifically concerned with the establishment and functioning of co-operatives, and with the protection of their right to operate on equal terms with other forms of enterprise. These laws or regulations should preferably be applicable to all categories of co-operatives;

12. (1) Such laws and regulations should in any case include provisions on the following matters:

- (a) a definition of description of a co-operative bringing out its essential characteristics, namely that it is an association of persons who have voluntarily joined together to achieve a common end through the formation of a democratically controlled business organisation, make equitable contributions to the capital required and accepting a fair share of the risks and benefits of the undertaking in which the members actively participate;
- (b) a description of the objects of a co-operative, and procedures for its establishment and registration, the amendments of its statutes, and its dissolution;
- (c) the conditions of membership, such as the maximum amount of each share and where appropriate, the proportion of the share due at the moment of subscription and the time allowed for full payment, as well as the rights and duties of members which would be laid down in greater detail in the by-laws of co-operatives;
- (d) methods of administration, management and internal audit, and procedures for the establishment and functioning of competent organisations;
- (e) the protection of the name "co-operative";
- (f) machinery for the external audit and guidance of co-operatives and for the enforcement of the laws and regulations.

(2) The procedures provided for in such laws or regulations, in particular the procedures for registration, should be as simple and practical as possible, so as not to hinder the creation and development of co-operatives.

13. Laws and regulations concerning co-operatives should authorise co-operatives to federate"

Sanyo's sound sensation...

the Solid State Modular Stereo System

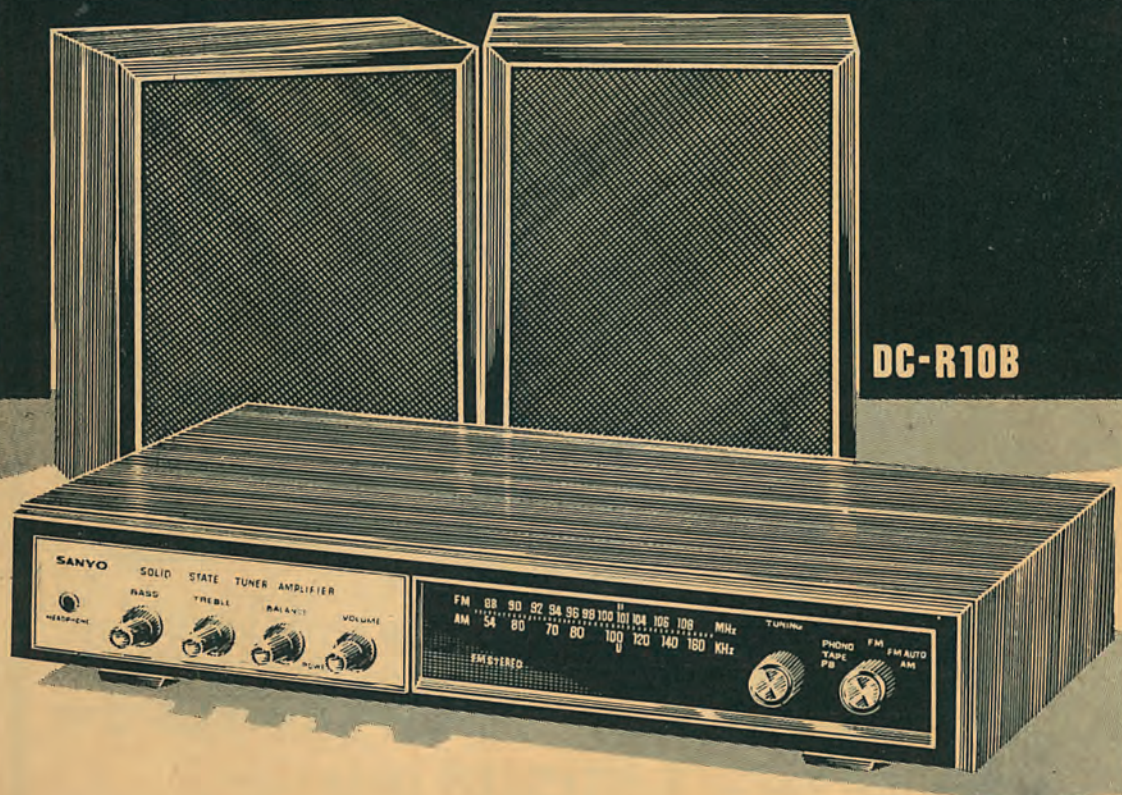
For crystal-clear FM stereo broadcast reception

In technical quality and up-to-date design FET 20 is the most impressive newcomer to the stereo world. It consists of the extra-slim master unit that incorporates a superb solid state circuitry FET-equipped AM/FM stereo tuner, a 20-watt stereo amplifier with connections for turntable, tape deck, tape cartridge player and headphone, and two

**FET
20W**

6-inch full range loudspeaker with surprising frequency response and dynamic power. And last but not least is the added attention that Sanyo gives its products to blend harmoniously with any kind of room decor: in this case all three parts are housed in velvety smooth natural walnut cabinets with clear gold-on-black control panel to add a touch of extra elegance.

DC-R10B



Sanyo Sounds Exciting!

SANYO

SANYO MALAYSIA LIMITED 50, South Bridge Road, Singapore



...looking good-feeling great!

with so many drinks to choose from, it's great to go for Magnolia Soya Bean Milk - a new way to get refreshment - that does you good . . . the quality of Magnolia - the protein goodness of Soya Bean enriched with added vitamins enjoy the cool refreshing taste of Magnolia Soya Bean Milk today.



magnolia soya bean milk
With Added Vitamins





DECEMBER, 1969

OUTWARD BOUND!

AT LAST!

THE giant of labour has stood up and smashed through the bonds of inertia and despondency that had confined him!

Labour has examined the problems and tasks it has to face if it is to survive and strengthen itself. Labour has come up with the answers.

All this was accomplished by the recent Seminar on the Modernization of the Labour Movement in Singapore.

The details you will read in the pages elsewhere.

Organised Labour now knows what it wants, and how to get the tools to do the job, even if it takes an almost super-human effort. Yes, the awakened giant is on the march! It will smash to smithereens all those who dare to block the path, whether it be unscrupulous employers and their toadies or the political manipulators of the subversive underground.

There is no room in our small Republic for more than one Labour Movement — and that movement is the National Trades Union Congress.

It stands firmly on the principles of Democracy, Socialism, Nationalism and Meritocracy, from which it will not budge.

Goodbye once and for all to the bad old days!

- * The bad old days of 'peanut' unions
- * The bad old days of 'circus' unions and — above all —
- * The bad old days of 50-cent unionism!

We shall restructure our unions and streamline them on an industry-wise basis.

We shall wherever possible amalgamate all unions of less than 1,000 members into bigger unions.

We shall raise the price of union dues and of affiliation to the NTUC to pay for a modern, self-respecting trade union movement obligated to nobody, except to ourselves.

Finally we shall be faithful to the pledge we took, unanimously, at the Seminar:

- to protect and to promote the security, liberty and prosperity of our multi-racial state
- to build a stronger, better and representative labour movement
- to establish a co-operative commonwealth (for unionists only) in Insurance, Housing, Consumers, Banking Services, fair price shops, the lot — that will be as tough, competitive and resilient as the rest of our society.

It is on these great tasks that the giant of Organised Labour now goes

OUTWARD BOUND !

MODERNISATION OF THE LABOUR MOVEMENT

Closing Session of the Seminar Speech by Mr. Devan Nair

MR. C. V. DEVAN NAIR, Chairman of the N.T.U.C. Seminar on "Modernisation of the Labour Movement" presiding at the closing session of the Plenary on Wednesday, 19th November, 1969 analysed the work of the Seminar. He stated:

The hopes of the organisers of this Seminar have, it seems to me, been more than realised. Such a Seminar would have been unthinkable 5 or 10 years ago in the days of 50-cent trade unionism. For the first time in the history of the trade union movement in this Republic, and in this part of the world, trade unionists gathered together to discuss in a serious, sober

and responsible way the past, the present and the future outlook of organised labour. And we have a wealth of materials to draw upon from the papers presented by the Seminar Committee from the contributions made by the Prime Minister, the Minister for Labour and the Minister for Finance. The Prime Minister gave the participants an understanding in

depth of the total situation, internal as well as international, in which the people of Singapore find themselves in today.

Uncertainties

The labour movement cannot insulate itself from the harsh realities of life. Surrounding circumstances can prove unsettling, very volatile and explosive and it would be a piece of abysmal folly to a few that the calamities which have overtaken other developing societies may not yet overtake us. And this possibility exists and that is, according to the Prime Minister, if this Republic and all sections of the community including organised labour did not deliberately plan and prepare for survival in the coming decade of uncertainties which lies immediately ahead. He struck a grim and sober note. I think, it was not lost on the participants. The Minister for Labour, Comrade Rajaratnam, gave us a trenchant analysis of the old-style trade unionism of pre-independent days and asserted more encouragingly in a very categorical fashion the crucial role which a new style and modern trade unionism can play in the life and development of this Republic. Last but not least, Dr. Goh Keng Swee, the redoubtable Minister for Finance, went so far as to offer guidelines and the sound strategy of growth for the trade union movement to follow in its plan to engage in cooperative endeavours for the service and relief of the working population.

I may make bold to make a confident assertion that nowhere else in the developing world would three of the leading figures in the political leadership come out so openly, (i) to outline the shape of things to come; (ii) to categorically affirm the crucial role of labour in the task of development and (iii) to actually assist in the formulation of a strategy of growth for organised labour in its escalation for modernisation. And it was intelligent and forthright advice that we received, not senti-

Follow Up Action

IN order to implement the decisions taken by the NTUC Delegates Seminar, the Central Committee has set up the following Committees with specific tasks:

1. The Development Committee

It would be the task of this Committee to prepare blue prints for the various co-operative projects. High on the list of priorities would be Co-operative Insurance and Workers' Housing.

2. The Modernisation Campaign Committee

This Committee's function is to organise a series of Campaigns at ground level to secure the active participation and support of the rank and file membership in all future undertakings recommended by the Seminar.

3. A Trade Union Council of Action

Made up of at least two accredited delegates from each affiliated union, this Committee will receive regular reports from the Campaign Committee and implement the decisions from time to time.

4. Redundant Employees Committee

The function of this Committee would be:

- (a) To help redundant British Base employees secure suitable alternative jobs.
- (b) To make recommendation for Joint Consulta-

tive Machinery in Public and Private Sectors.

- (c) To compile facts for the History of the Trade Union Movement in Singapore.

The above Committees have met and discussed various means of taking follow-up actions to implement the decisions as expeditiously as possible.

The Development Committee would be preparing the blueprints for Co-operative Insurance and Workers' Housing within the next three months. The persons responsible are working very hard to conduct a feasibility survey.

With the assistance of qualified private Consultants on all theoretical and practical aspects of the projects, the Development Committee would get the blueprints ready for study by the foreign experts from Sweden, W. Germany and Israel.

Local expertise from the University will be sought to prepare questionnaires in order to obtain practical details to work out specific schemes.

The Committee hopes to be able to capture the enthusiasm of the University students, who would be invaluable in carrying out the surveys.

For more details of Reports from the Various Committees please look for the next issue of Perjuangan.

BOUR MOVEMENT

The Plenary -

mental prattling or assurances of soft-soaping and feather-bedding and continued subsidy. It was advice that was calculated to arouse our capacity to respond with the best in us and not to pander to the weakness in us, and it came from members of a political leadership who have, where the people of Singapore are concerned, overwhelmingly vindicated themselves and have no reason to be apologetic or defensive about anything they have done. The discussions in the three Workshops under the able guidance of Professor Tom Elliott, S. R. Nathan and Gerry de Cruz established beyond doubt that the essential message of this Seminar has sunk home that there is no cheap way for organised labour to modernise and to succeed. The message has sunk home that a price has to be paid for achievement. A price in terms of effort, of organisation and of greater contributions from the working population, if their representative institutions, the trade unions and the N.T.U.C. are to fulfill their rightful role, function and status in society. And if this is not done, the organised workers of Singapore must inevitably lose by default, their organised influence in the shaping of the Singapore of the future and their just share in the fruits of prosperity and progress.

Scene I, Act I

It was an appreciation of this fundamental fact that has resulted in the recommendations which we have adopted today. No doubt, we had the occasional voice of cynicism, of doubt, sometimes of negative protest, of an ingrained resistance to change. But these negative contributions also helped, for they helped to arouse the positive pulls in all the three Workshops. All trade union leaders and observers in all the three Workshops contributed their share in free, full, frank and often lively exchanges of opinion. And, as Brother Kandasamy very aptly remarked, this was the first trade union gathering in which there was no rat-race, no struggle for votes or for position. Everyone tried in his own measure to contribute to the general good of the labour movement. But this Seminar is not the end, it is only the beginning.

As I remarked in one of the Workshops, it is only scene 1, act 1 of the whole process of modernisation.

There are many more acts to go through and several more scenes to go before organised labour can claim that it has achieved the breakthrough into the dimension of modernisation. Our conclusions and recommendations must be translated into practice. And before we can do that, there must be a continuous process of contacting, informing and inspiring the rank and file membership with the objectives we have formulated here, and the recommendations we have made. If only the union leaders respond but the rank and file do not, then our Seminar would have failed to achieve its purpose. The modernised trade union movement would in that event prove to be a still-born child.

Gymnastics

We have participated in the conception of a modernised movement. But we would be failing in our duties if we did not try to ensure a safe delivery. All of you have successfully impregnated the N.T.U.C. and this organisation is already showing or is already protuberant with child with a promise of a new birth. But this new birth might easily prove abortive, there might be a miscarriage or any hazards that might afflict the pregnant mother. So we must ensure that the most stringent anti-natal precautions and care are taken. Adequate nutrition for the mother, that is the N.T.U.C., in the shape of vitamins, especially Vitamin M, must be ensured for the labour movement which you have made pregnant with promise. And towards this end, it is of vital importance that all affiliated trade unions and their leaders from headquarters level as well as at the branch level engage from now on, in a sustained, continued and concerted effort to explain to the rank and file, the concrete benefits that would accrue to the workers, if the Seminar's recommendations were actively supported. And in this connection, I would draw your attention in particular to the last recommendation of Workshop 'C' — general. Briefly they call, in the first instance, for the setting up of a special Modernisation Campaign Committee with detailed terms of reference, whose job would be to embark on an educational campaign, use of mass media, radio, T.V., publicity, meetings of trade unions at branch level, general meet-



ings and so forth. And this must be done. Secondly, we have also recommended certain immediate measures which might be taken to prove to the ground that we mean business.

In the meanwhile, the N.T.U.C. assisted by experts would have to formulate detailed plans of execution for some of the major cooperative, educational and other projects outlined by this Seminar. In the long run, unless tangible results are pro-

vided through these projects, the credibility of our modernisation programme will not be accepted by our working population as a whole. It must never be forgotten that the ultimate test of our success must depend on the actual success, the services we manage to provide for the working population. We cannot trick the workers into supporting us, our objectives and the measures we have proposed just by a display of verbal gymnastics. Any

worthwhile support must be earned the hard way through proved capacities and effective service. So, we would appeal to all our participants not to revert or be tempted to revert to the old passivity, cynicism of hopelessness after this Seminar. Don't let us be discouraged by inertia and the resistance of inertia which we are bound to encounter in the course of our work. It is a fact of

● See Page 20



WHY WE ARE FIRST SO OFTEN

You buy a hi-fi chain "to bring an orchestra into your living room". But think what it's like to actually have 70 musicians, on Union rates, in a studio! No break-down of any sort could be tolerated. And this is the basic reason for our superiority in sound: We design, manufacture and install the equipment for broadcasting and recording studios around the world. You'll never demand of

your sound system what the studio men demand of theirs, but, at Philips, the same people design and make both. It's their pooled experience that lets us introduce the sometimes subtle, often revolutionary, improvements in our hi-fi units. Make sure you see —and hear—our latest advances in Philips Hi-Fi International range. First. Before you buy a less advanced hi-fi system.

PHILIPS
will last you longer



Four Important Principles

DR. GOH: NO PRIVILEGED TREATMENT

THE Finance Minister, Dr. Goh Keng Swee, outlined four important principles for the successful development of workers' co-operative movement in the Republic. He told Unions that they should not expect financial aid from the Government but reiterated that technical aid would be given if asked. Dr. Goh emphasised this point to allay fears by a number of businessmen in the Republic that the Government intends to extend privileged treatment to enterprises in which it has a financial interest. He dismissed these fears as completely without foundation. In his speech, Dr. Goh stated:

It has been evident for some time, that the labour movement has been in a state of depression, if not of demoralisation. No doubt the passing of the new Employment Act and by a socialist Government which has enjoyed the support of the broad labour movement has come as a disappointment to the rank and file membership

and possibly even to some in the leadership. The Employment Act enjoins upon the labour movement higher standards of discipline, restraint in wage negotiation and, generally, a greater awareness of the social responsibility of organised labour in the larger framework of the national interest.

It is to the credit that or-



Dr. Goh Keng Swee, the Minister for Finance gives his advice on the third day of the Seminar.

FAR EASTERN BANK LTD.

(INCORPORATED IN SINGAPORE)

ALL BANKING AND EXCHANGE
BUSINESS TRANSACTED

137/139 CECIL STREET,
SINGAPORE 1.

PHONE: 75465

With Extensions to all
Departments

Cable Add: "FAIRBANK"

ganised labour has accepted both the spirit and the letter of the Employment Act. Considering the somewhat hectic past of the trade union movement, this may come somewhat as a surprise to observers.

I wish to congratulate the N.T.U.C. and all those who took part in preparing for this seminar, particularly those who produced the excellent series of study papers, on facing up to the challenges of the times squarely and not ducking the issues. Without a doubt, the labour movement is now at the crossroads. It can take a new direction, develop new fields of endeavour and thereby grow from strength to strength. Or it can take the other turning, sulk away in resentment and despondency, and then be cast into the limbo of history.

Co-operatives

I would like to take this opportunity not to discuss history and philosophy appropriate to the labour movement, important though these subjects are in their context. I would like to discuss certain practical problems which the labour movement would encounter should it take the positive road which I hope

it would.

I want to confine my discussion to a relatively narrow field, namely, how organised labour can develop the co-operative movement in the Republic, to its own advantage as well as to the national advantage. An excellent background paper has been prepared for the seminar and I would like to supplement this paper by suggesting a practical approach, a correct strategy if you like, whereby the co-operative movement in the Republic, now in very rudimentary form, can develop as an important element of the broad socialist movement.

Robust Growth

There are, as a paper noted, several forms of co-operatives — Consumer Co-operatives, Rural Co-operatives, Industrial Co-operatives, Co-operatives for Housing, Credit, Insurance, Investment and so on. In my view, the potential for growth of the co-operative movement if supported and sustained by organised labour are excellent, provided the right strategy and the right methods are employed.

But before I go on to suggest the growth strategy for the cooperative movement,

let me first lay down certain principles under which such a movement will have to operate in the Republic.

The first principle is that the co-operative must be fully competitive with private enterprise. It cannot expect privileged treatment by the Government. We want sturdy co-operative units and extension of preferences to the movement will result in weak structures and not robust growth. I underline this point because anxiety has been expressed both privately and in public by businessmen in the Republic that the Government intends to extend privileged treatment to enterprises in which it has a financial interest. Such fears are completely without foundation. It has not been and will not be the policy of the Government to single out individual enterprises for favoured treatment. This also applies to co-operative ventures which the labour movement may sponsor in future.

The second principle, which derives logically from the first, is that the labour movement should engage in co-operative enterprises in those fields in which it has a natural built-in advantage. In so doing, it will be easier for the co-operatives to com-

pete successfully with private enterprise.

The third principle is that the highest standards of integrity must be established and maintained. This would imply, in our stage of development, that there must be one central authority which supervises co-operative enterprises launched by Trade Unions and will have the power to take remedial action where weaknesses in this respect are detected. Such authority, I believe, rightly belongs to the N.T.U.C.

The fourth principle is that the co-operative must have effective management. I will elaborate on this point at a later stage.

I will now propose a strategy of development which, if these four principles are observed with fidelity, will ensure successful and rapid growth of the co-operative movement. Let us first take a lesson from the experience of co-operatives in other countries. These have not grown up purely as a result of ideology or dogma,

nor because people believe in socialist principles, but to fulfil practical needs. Second, growth has been slow and, often, painful and difficult. But eventually, co-operatives grow to very substantial size not because of any feather-bedding by the Government, but by the strength developed by the movement itself.

Financial Base

In Singapore, however, we would like to avoid, if we can, slow, difficult and painful growth. Just as we have to develop industries in a hurry, so must we achieve, in co-operative development, in years what others took decades. To do this, I believe that it is essential the co-operative movement should start with a firm and solid financial base. In our industrialisation programme, if we had not started up the Economic Development Board with a fund of \$100 million, it is unlikely that we would have achieved the industrial growth we did.

Now let me immediately

disabuse your mind of any prospect of a similar bonanza to start up the co-operative movement. The labour movement must find the money itself, without any financial assistance from the Government. The first step in our strategy, therefore, is to solve the problem just how to build this financial base.

One possibility of building the financial base could be to start a Co-operative Bank or a Workers' Bank or something like that. I would, however, advise against this. People will not have confidence in the Bank, unless they have confidence in those who are starting it. Unless the co-operative movement has already behind it a string of successful enterprises, it is unlikely that people will put money in a co-operative bank, except perhaps the small group of loyal and faithful members. Regrettably, these are seldom people of substantial means.

I suggest that the financial base could be built upon a Life Insurance Co-operative. The insurance co-operative

should not, at any rate in the initial stages, move into other fields of insurance such as fire, marine, motor and general insurance. There is no advantage that a co-operative enterprise enjoys in these fields over private enterprise. It is otherwise in respect of life insurance.

Private enterprise life insurance business depends on a large corps of salesmen, in return for whose services substantial commissions and rebates are paid. In the special multi-racial and multi-lingual society of the Republic, an insurance sales canvasser, unless he is an exceptionally gifted and versatile person, is restricted in his field of activity by virtue of language, education and class.

Possibilities

As compared with this, the labour movement straddles all barriers of community and language, and even, to some extent, of class. There is a widespread network of contacts which extends through many strata and sections of our community and which has no counterpart in private enterprise. This network is formalised in structures such as individual trade unions, their branches, shop stewards and so on. For the purpose of publicity, mass education on the benefits of life insurance, sales of policies, this network provides the life insurance co-operative with a clear advantage over private enterprise. For instance, individual

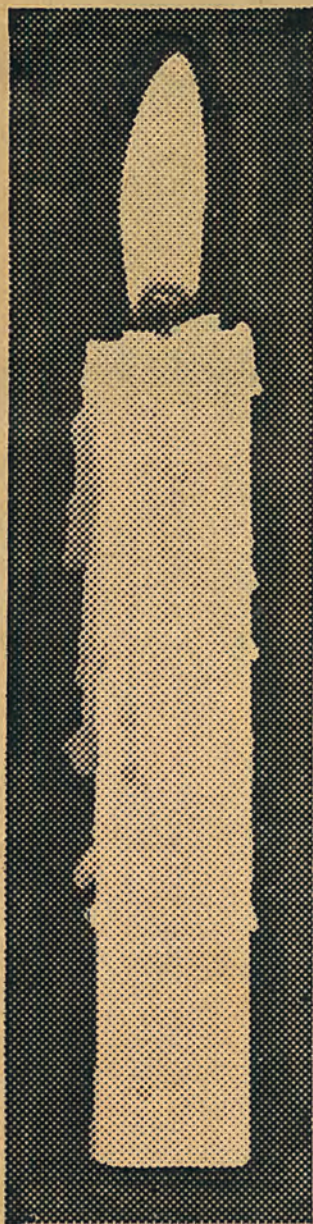
unions as well as the branches may benefit financially from the activities of the insurance co-operative as they may legitimately retain the commissions or rebates which normally would go to the insurance canvassers. Competitions can be arranged between unions and branches in the spirit of socialist emulation. I need not elaborate on these possibilities, but I would urge that if unions were allowed to retain commissions and rebates, these should be vested in a separate fund usable only for co-operative development.

But there is another aspect to this. And this is whether a life insurance co-op would be fulfilling a genuine social need. Unless this is so, there is no reason to expect that it will be successful. In my opinion, there is a genuine need for members of the working class to take out life insurance policies. If the need is not fulfilled, it is because private enterprise cannot reach these strata of society or the workers themselves do not understand the value and benefits of taking out such policies.

Because social security in Singapore is in an extremely rudimentary form, the death of a wage earner almost invariably results in a harsh and cruel fate for the widow and surviving children. They often are reduced to immediate and appalling destitution.

To the labour movement

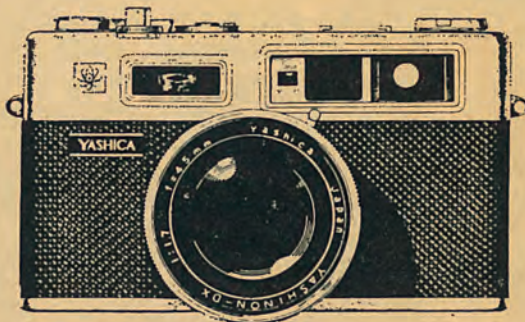
● See Page 26



"LIGHT A CANDLE AND TAKE A PHOTO"

Absurd?... Would be with an ordinary camera. But the YASHICA ELECTRO-35 is no ordinary camera.

 **YASHICA ELECTRO 35**



The Yashica Electro-35 does the almost impossible! It takes living colour photos in next to no light. An electronically controlled system makes automatic adjustments for any light — be it moonlight, sunlight or candlelight. All you do is focus and press the button.

sole agent: **TITHES DENTAL & PHOTO SUPPLY LTD.,**
Singapore — Kuala Lumpur — Penang

FOR CAREFUL DRIVERS THE BEST AVAILABLE

Our Private Motor Car Comprehensive Insurance Policy issued in association with Automobile Association of Singapore is undisputably the best available for the CAREFUL DRIVER.



- * ATTRACTIVE PREMIUMS (approximately 20% lower than other Companies)
- * WIDER COVER (including Personal Accident Benefits to husband and wife)
- * NO CLAIM DISCOUNT up to 50% (after 4 or more years accident free insurance — transferable from your existing Insurers.)
- * PROMPT and EFFICIENT SERVICE

FOR the VERY BEST in Private Car Motor Insurance contact:-

MALAYAN MOTOR AND GENERAL UNDERWRITERS (PTE) LTD.

(The officially appointed Insurers to the A.A. of Singapore)

Address:- 4th Floor, International Bldg.,
360, Orchard Road,
Singapore 9.

P.O. Box 1272

Tel: 20264, 20265

Strictly for men

Here's something strictly for the men: Set the fashion for sleeveless jackets.

In London, the designers are lopping off the arms as they work out their new styles for summer.

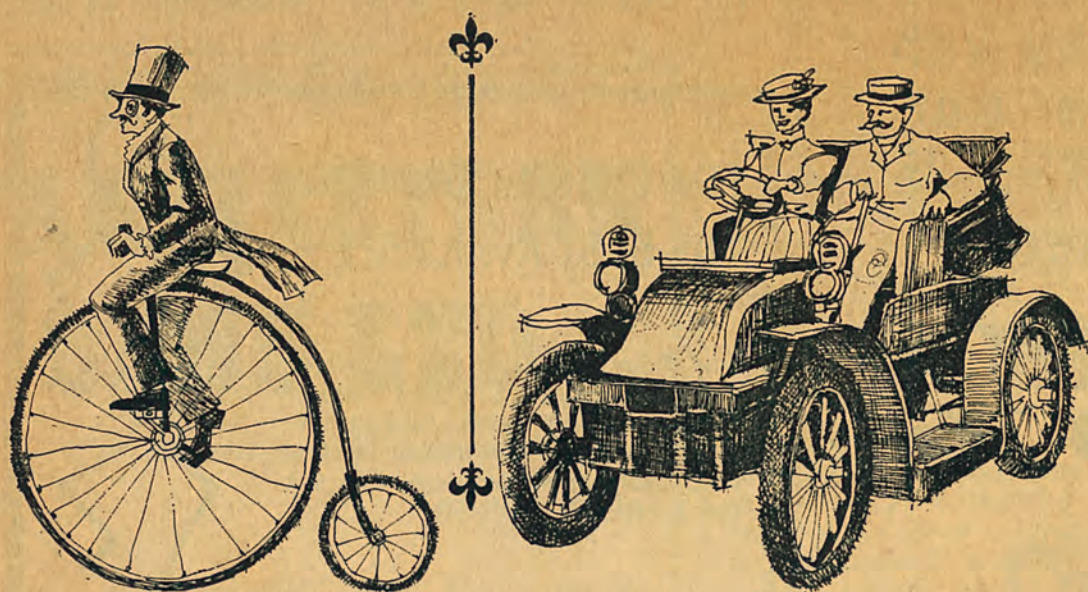
We, living in perpetual summertime, should welcome this style with great enthusiasm.

It should not, however, replace the formal lounge suit.

But for slightly more informal occasions where it is not specifically laid down that a jacket must be worn, the waist coat look should prove very practical and comfortable.



CYCLE AND CARRIAGE



TRUST IN THE PAST TIED TO THE FUTURE.

Motorcycles and cars have replaced the cycles and carriages of yesteryear. And there's certainly nothing old fashioned about digital computers, telephone equipment, television, radio and taperecorders. We import and distribute all of these.

We also handle electrical and electronic equipment, many automotive products, communications equipment, heavy industrial plant to say nothing of equipment for drainage and irrigation engineering finance, transportation systems.

Next time you need something ask Cycle and Carriage first. We're sure to have it!



THE CYCLE & CARRIAGE GROUP

Stepping out in style for the gay festive season ahead

VELVET is the perfect Christmas fabric for just about everything, from trousers to formal evening dresses.

Its pile feels soft and sensuous to the touch, especially on bare skin.

It has a sheen which will outshine any other fabric around you — and the beauty of it is, without being glaringly so.

It is not something which only the young swinging jet-set sees fit to wear. Just consider, they are actually a come-back of the fabric which our grandmothers knew well.

The colours are perhaps the most attractive feature of velvet. Which other fabric offers the same deep

rich tones of red, green, purple and yellow?

Top of the pops can be a plain tunic worn over fashionable flared pants and trimmed with loads of chain.

Simple shifts teamed with brocade boleroes separate the sweet young things from the more sophisticated.

Black velvet is the best bet. You will find everyone nodding in agreement. The pretty jewelled colours are ravishing but, not everyone looks good in deep burgundy.

The velvet scene will be very much part of Christmas '69. A very glowingly glamorous one too.

FACE-UP...

COSMETIC sticks are creating lots of interest just now. In fact the most streamlined cosmetics often come in that form these days.

There's no doubt about it, beauty is going backwards which is not too unusual considering that the same goes with fashion.

Now it's back to the days of greasepaint, when the first make-up used in the theatre was chunky sticks.

True, some stick cosmetics have never gone out. Eye shadows and lipsticks have always come in sticks, and stick colognes and deodorants have slowly become more popular.

RIGHT KIND

Now the market is becoming inundated with all kinds of other stick cosmetics: face shapers, glossers, highlighters and foundations are appearing on beauty counters everywhere.

And one of the names to remember when it comes to choosing the right kind of beauty to stick by, is Gala.

It has introduced a handful of slim, elegant golden sticks to cover, shape, shadow and shine. With its range of FACE MAKERS, you can make all the different faces you fancy.

Start with "Face Up": the first un-sticky stick foundation, soft and translucent, in a creamy new formulation that slips on, slides on, glows on, and glides on. There's four shades to keep in tone with any complexion: Beige, Peach, Honey and Tawny.

BLUSH

"Shape Up" with a brick-brown shading stick to shape and hollow — carve out chic bones, firm a jawline, pare a nose down to a pretty minimum.

"Shine Up" with the faintly pinked-up highlighter. It accentuates the positive — just stroke on sheen to focus light on cheekbones, chin and any feature that deserves attention.

And "Colour Up" with a pearly sweep of blush so transparently natural, it goes anywhere a real blush goes — not just on cheeks, but forehead, earlobes and throat.

BLEND

Added on, sticks have advantages — they travel well, being light in weight, and they are spillproof, so there is far less possibility of messy breakage.

Application is made much quicker and easier

— you just stroke the stick on to your skin and smooth in thoroughly.

But avoid using too much or your skin may become clogged up. Use them skillfully, sparingly and blend them well with the rest.

One can't really say that Gala make up faces one way. Along with the FACE MAKERS there's the Skin Breathing series.

There's "Barely There", a moisturised liquid foundation which is beautifully light and sheer; "Look Natural" an all-in-one for a flawless finish (both in the same four shades of Beige,

Peach, Honey and Tawny); "Sheer Finish," a fine compressed powder and foundation in one; "Translucent Powder" in two shades;

and "Blush Stroke," a sheer gel rouge to give the skin a faint, transparent tint of colour.

Whichever way you may

choose, it will be a simply beautiful you. Just decide on the You Look, done the Gala way and you can't go wrong.



Gala is a girl like you.



Gala is a girl who takes the trouble to look the way she wants to look — and looks terrific.

Knows a good face can be made, not born — and knows how.

We just make the make-up — you make the face.

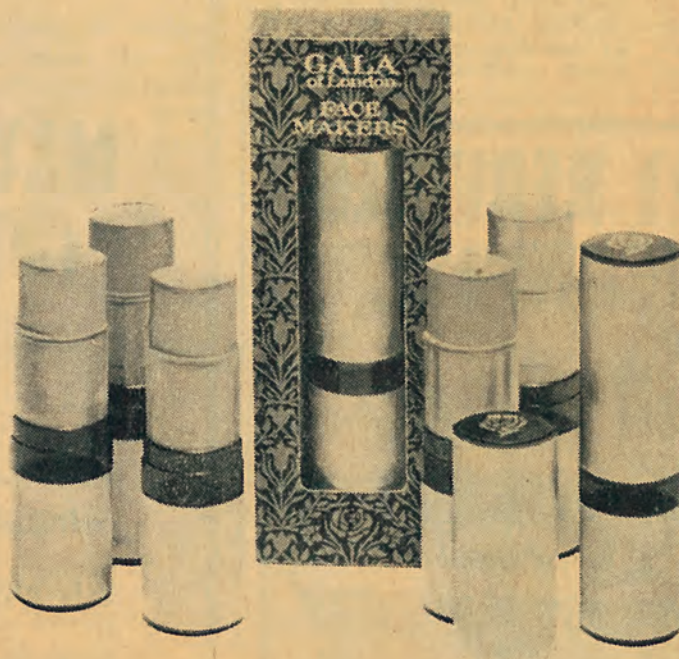
The Face Makers by Gala — a handful of slim, elegant golden sticks to cover, shape, shadow, shine.

Start with **Face Up**: the first un-sticky stick foundation, soft and translucent, in a creamy new formulation that slips on, slides on, glows on, glides on. (Beige, Peach, Honey, Tawny.)

Shape Up with a brick-brown shading stick to shape and hollow — carve out chic-bones, firm a jawline, pare a nose down to a pretty minimum.

Shine Up — palest pearl highlight accentuates the positive. Stroke on sheen to focus light on cheekbones, chin, any feature that deserves attention.

Colour Up with a pearly sweep of blush so transparently natural, it goes anywhere a real blush goes — not just on cheeks, but forehead, earlobes, throat.



GALA of London

Plenary speech by Mr. Devan

● From Page 15

experience that the moment that something desirable and positive seeks to establish itself the negative forces of inertia and resistance to change have also a habit of emerging. But it is also a fact of experience that inertia and resistance to change invariably give way and must give way before a sustained will, drive and determination. Do not make the mistake of underestimating the capacity of the workers of Singapore to respond, provided there emerges a leadership which earns their respect for the sincerity of its commitment to the goal of modernisation.

One of the things we have to do is to restore, by our work and by the results we produce, a sense of pride in trade unionism and in the trade union movement. And one of the basic failings of the labour movement in the last few years was that there was no pride—a loss of pride in the trade union movement mainly because there was a loss of pride by the trade

union movement and its leaders in themselves.

Now, there are these very simple basic and fundamental lessons which we have to learn, if we are to get anywhere and one of them is this: No individual or organisation gets respect unless he or she or the organisation deserves it. And if the majority of workers in Singapore are outside the trade union field, then it must mean to an objective observer, that this is because they have found little reason to respect us. If the workers fail us then it can only be because we have failed them, and it is invariably the leaders who fail their people and very seldom the people who fail their leaders. So the most honest question we can ask ourselves is: Are we leaders who deserve respect and support? And if not, why not? If the labour movement emerges as a powerful, influential and modernised organisation in the years to come, all of us who have contributed to the Seminar here will go down in history as the pioneers of change, of the creators of a new era for

organised labour, and that is a much more worthy distinction than to go down in history as merely a bunch of ineffective clowns, who achieved nothing more than to engage for the last three days in talking shop. So, let us regard ourselves as pioneers to whom succeeding generations of workers will have reason to owe a deep debt of gratitude. We would be recorded in history as the ones, as the pioneers whose decisions and whose actions lifted the labour movement out of despondency and ineffectiveness because we chose to be active creators of the future instead of being passive prisoners of the past or of the present. No individual or group of persons can achieve this transformation by himself or herself. It requires a collective team effort, the days of the individual hero who accomplished everything by himself do not apply. The modernisation process in particular must do without heroes and must require co-ordinated team work among all union leaders from the top to the bottom.

WORKSHOP 'C'

● From Page 9

equally important that those who were trained for leadership were given the opportunity within the movement to benefit from the practical experience of leadership in different trade union settings. For training and experience are both essential ingredient for the development of leadership qualities among members.

The problem of small unions being unable to provide personnel to carry out their day-to-day activities was also raised in the Seminar. The general consensus was that the National Centre should have available a number of skilled personnel who could provide the necessary service on a full-time basis, at least until the union is able to afford these on its own resources.

III. GENERAL

Since it would be meaningless

to allow the momentum generated by the Seminar to lapse owing to delays in the implementation of its recommendations the Seminar stressed the need to keep up the tempo and win ground support for the modernisation programme as the next immediate stage of the modernisation process. It therefore called on the Central Committee of the NTUC to institute a "Modernisation Campaign Committee" with detailed terms of reference to give effect to these objectives and report periodically the progress made on its recommendations.

To meet possible delays in the implementation of its major recommendations owing to unavailability of sufficient funds, the Seminar proposed that some meaningful scheme should be launched as a matter of urgency with the assistance of affiliate unions. Towards this end, it called upon the N.T.U.C. Central

Committee to take immediate steps to produce a detailed blueprint for the launching of a co-operative insurance scheme for the benefit of unionised workers enjoying the membership of N.T.U.C. affiliate unions. It stressed the need for expert opinion to be obtained in this regard and for the scheme to be launched without waiting for finances to accrue to the N.T.U.C. Development Fund via the revised affiliation fees proposed by the Seminar. As an interim measure, it suggested that on the basis of a fool-proof and practical blueprint for such a scheme, affiliate unions should be urged to purchase shares in the scheme out of existing deposits held by them, and union members interested in participating in the project should also be given incentives to invest. Where necessary, unions should make available to the N.T.U.C. funds on a loan basis, repayable within a specified period, to be utilised as operating capital during the initial period of the scheme.

VAN for NTUC— A LONG FELT NEED



THE National Trades Union Congress has recently purchased a van to meet the increasing volume of work with greater efficiency.

Part of the cost was met by the Singapore Air Transport Workers' Union when its Executive Committee approved a donation of \$3,500 to the National Trade Union Congress towards the purchase.

The money was collected from members who enjoyed the benefits from the recently concluded MSA/SATWU collective agreement.

NTUC's Secretary-General, Mr. Seah Mui Kok in his letter to the President of the Union, Mr. Phay Yew Kok, thanked the Union and its members for their kind gesture and generous contribution.



**FEDERAL
MATCH COMPANY
(PTE) LIMITED**

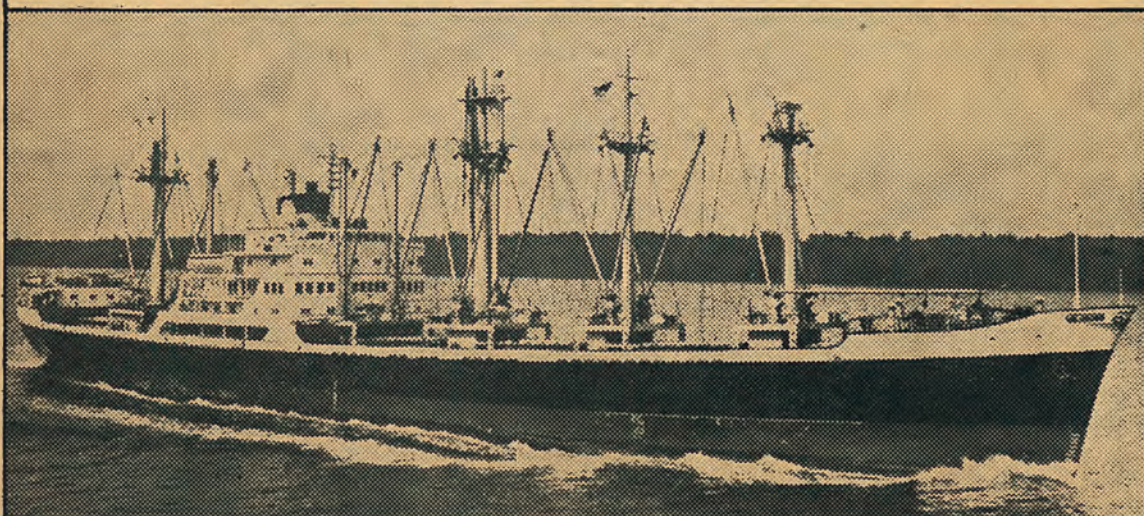
(Incorporated in Singapore)

JALAN GUDANG,
JURONG INDUSTRIAL ESTATE,
SINGAPORE, 22.

Telephones: 651201 & 650085

Telegrams: "MATCHES"

WORLD WIDE FREIGHT SERVICES



CONTACT:

NEDLLOYD LINES
1, CECIL STREET, 2nd FL. A.B.N. BUILDING.
SINGAPORE - 1. TEL: 92561.

Suspension of the Singapore Bank Employees Union

THE following Statement was issued by the National Trades Union Congress, Singapore on 26th November, 1969:—

The Central Executive Committee of the S.N.T.U.C., having considered the state of affairs prevailing within one of its affiliated unions, the Singapore Bank Employees' Union, has decided to suspend the union from affiliation to the Congress until such time as the rank-and-file membership of the Union are able to assert themselves and ensure a united, stable and responsible leadership.

It has been apparent for some time that the members of the Union have been the victims of factional in-fighting within their organisation. As a consequence, a frivolous and irresponsible minority in the union have been allowed to convert the union into a standing joke. They have also been allowed to cast aspersions on the initiatives taken by the N.T.U.C. and its affiliated trade unions to bring the management of the Bank of America to book for flouting the labour laws of the Republic.

It may be that those minority elements within the union are not entirely uninspired by outsiders who have a vested interest in the continuing disarray, confusion and factionalism which prevails within the leadership of the union.

Be that as it may, the N.T.U.C. cannot allow any group of persons to play fast and loose with the representative organisation of the democratic trade unions of Singapore. Least of all are we prepared to tolerate such behaviour from irresponsible groups within a union which has so far monopolised the lion's share of the collective bargaining and industrial advocacy services provided by the N.T.U.C.

We have every sympathy with the general membership of the Bank union, the majority of whom value their union's fraternal association with other democratic trade unions in Singapore through the N.T.U.C. But only the general membership of the

Bank union can rebuff the irresponsible elements within their organisation and restore stability and a sense of responsibility to their leadership. Nobody else can do it for them.

The N.T.U.C. affiliates only trade unions. It is not prepared to affiliate a circus. Neither is it prepared to become the butt of clowns.

The troubles in the Bank union may also be attributed to an absurd constitution which enables a mere handful of members to hold their union as well as the rest of the trade union movement to ransom at critical moments of decision, by making a public exhibition of stupidity, calculated to bring the trade union movement in the Republic into general ridicule and contempt.

In the circumstances, the N.T.U.C. feels obliged to withdraw its representation of the Bank union in its dispute with the Bank of America, for we cannot operate with any dignity or confidence in such a chaotic situation.

We shall be ready to resume the hunt against the Bank of America only when the Bank union puts its own house in order and reaffirms its confidence in and solidarity with all the democratic trade unions associated in the N.T.U.C.

The suspension of the Bank union also means the withdrawal of all services rendered by the N.T.U.C. in the formulation of their claims, in the process of collective bargaining, and in the pre-

paration of briefs for advocacy before the Industrial Arbitration Court

Employee panel members of the Arbitration Court will also be directed not to sit on the Court in any case involving the Bank union. The Ministry of Labour and the President of the Industrial Arbitration Court will be informed of these decisions.

Meanwhile, we call upon all members of the Bank Employees Union to assert themselves in order to restore stability and self-respect to their union. In particular, we call on them to convene a special general meeting of the union to:—

- (a) elect a new and more responsible Executive Committee for their

union, which will be more interested in serving their members than in factional in-fighting;

- (b) Amend the Constitution of the union to prevent any irresponsible minority in the future from holding the great majority of members to ransom at critical moments of choice and decision;

- (c) Reaffirm in categorical terms the fraternal solidarity of the union with all trade unions associated in the N.T.U.C., and confidence in and respect for the representative status of the N.T.U.C., so that the N.T.U.C. is not hampered or let down, in

future, as has happened in the case of the Bank of America, in its efforts to initiate a successful prosecution.

We have confidence that the general membership of the Bank union will be able to throw up a leadership which is aware of its responsibilities to Bank employees as well as to the labour movement as a whole. But if they fail in this effort, no tears will be shed. For the N.T.U.C. has a heavy task to perform in achieving the goal of the modernisation of the labour movement in Singapore, and we have no desire to be hampered or hindered in our endeavours by a union which has proved to be thus far more of a liability than an asset to the labour movement.

CAMEL PLYWOOD CORPORATION LIMITED

MANUFACTURERS OF PLYWOOD

Quote

If no more than a quarter of trade union registered members took up policies with premiums averaging, say, \$150/- a year, this will mean a cash flow of some \$5/- million a year. With an annual cash flow of \$5/- million, it would be possible to accumulate a fund of a respectable size within a few years. — Dr. Goh

TELEPHONE - 651800
CABLE ADDRESS - SINCAM

IUF Asian Regional Conference

BROTHER S. WHEALTEY, Secretary of the New Zealand Dairy Factories Union who attended the 3-day 2nd IUF Asian Regional Conference held in Singapore recently, summed up his impression of the Conference with the following statement:

The International Union of Food and Allied Workers has held its 2nd Asian Conference and Seminar.

To me, from New Zealand, it has been a stimulating and at times a sobering experience.

It has been stimulating to find that workers' representatives can rise above race and creed in order to reach a common understanding.

The political leaders in the world should well note this fact.

It has been sobering in the realisation of the problems of Eastern Asia.

The holding of this conference is but the beginning of endeavours to promote the well-being of the people we represent and indeed all people in the East Asian and Pacific Area.

Evidence of this intention is exemplified in the unanimous decision to set up a Regional Committee and Secretary. This committee under the guidance of the Geneva Headquarters and its able Secretary, Mr. Dan

Gallin, provided it shows determination in the face of obstacles, and of course if adequate finance is available will be able to play an important part in the economic sphere in this area. There is no more suitably orientated organisation to carry out this task than one dealing with the basic necessity of life — food.

On the eve of my departure

I express deep and abiding appreciation to the Food, Drinks and Allied Workers' Union of Singapore, the N.T.U.C. of Singapore, the staff of the hotels and shops all of whom have made my short sojourn here rewarding and enjoyable.

Not the least I thank fellow delegates for their dedication to the emancipation of mankind — may our efforts bear fruit.

Finally may I salute Singapore — the dynamic jewel set at the crossroads of Eastern Asia.

Residential Course for STU Members

A ONE-WEEK leadership training course currently attended by 30 members at the National Youth Leadership Training Institute, was organised by the Singapore Teachers' Union as part of its leadership training programme. The course which started on 7th December will end on 13th December, 1969.

The participants will discuss the feasibility and implementation of the recommendations adopted by the

three workshops at the recently concluded NTUC Seminar on the 'Modernisation of the Labour Movement'.

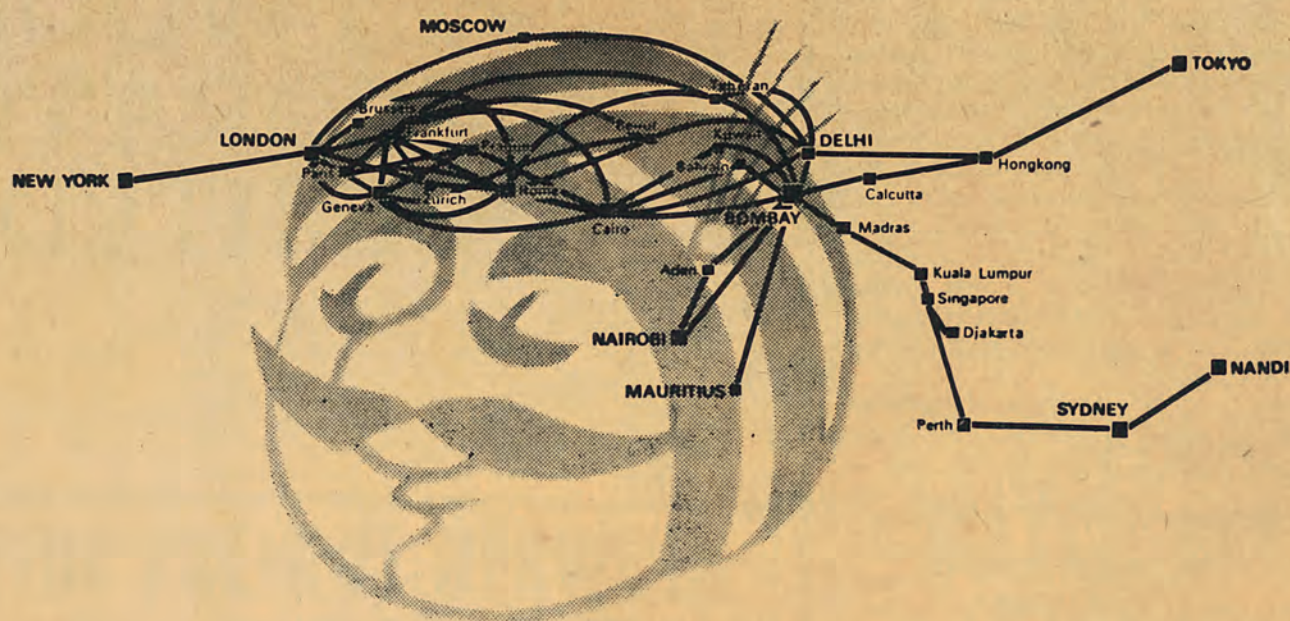
A spokesman of the STU said that the success of this course will enable the Union to decide on recruiting cadres for the union.

Course subjects includes: Essentials in Leadership; Teachers and Modernisation; Trade Unionism in the developing economy of Singapore.

Thank you!

THE NTUC thanks the following affiliated unions for their congratulatory messages and their help in obtaining advertisements in the Seminar Supplements published by the local papers on 15th November, 1969: —

1. Food, Drinks and Allied Workers' Union
2. Singapore Housing Board Employees' Union
3. Amalgamated Union of Public Employees
4. Singapore General Printing Employees' Union
5. Singapore Traction Company Employees' Union
6. United Workers of Petroleum Industry
7. Army Civil Service Union
8. Singapore Bus Employees' Union
9. Singapore Manual & Mercantile Workers' Union
10. Pioneer Industries Employees' Union
11. Singapore Insurance Companies Employees' Union
12. Singapore Air Transport Workers' Union
13. Singapore Bank Employees' Union
14. Singapore Teachers' Union
15. Singapore Admiralty Local Staff Union
16. Singapore Port Workers' Union
17. Public Utilities Board Staff Union
18. Association of Singapore Business Executives
19. Mansfield Local Employees' Union
20. Public Daily Rated Water Workers' Union
21. Singapore Government Technical Services Union



Travel broadens the mind



AIR-INDIA

(in association with B.O.A.C. and QANTAS)

OVER 36 YEARS OF FLYING EXPERIENCE



ADELPHI HOTEL BLDG., COLEMAN STREET SINGAPORE, 6. TEL: 39604/8. UNITED COMMERCIAL BANK BLDG., 19 JALAN MELAKA, KUALA LUMPUR. TEL: 299322. GENERAL SALES AGENTS FOR MALAYSIA & BRUNEI: MALAYSIA-SINGAPORE AIRLINES LTD.

A major factor of our success

● From Page 2

then with the civilian employees of the armed services, then the shop and factory workers, and the bus workers. The rest is recent history.

It was a highly politicised trade union leadership. The primary targets were political. Anti-colonialism, anti-exploitation by foreign capital. The basis was solidarity of all the oppressed to band together and fight for freedom. Demands were issued accompanied by the threat of strike if demands were not met, and followed often by a strike even when demands were nearly all met. But with self-government and later independence things have changed. Independence gave us the power to take over whatever there was to take over. But it was accompanied by the responsibility to make things work, to make life better for all.

Then our moment of truth arrived. The British military forces were leaving. We wanted freedom. We have got it. Now we have to defend it, or be dominated and exploited all over again, probably much worse, for next time it will not be the British. So the mood was set for a

fresh start.

The Employment Act eliminated bad practices which had crept into industrial relations from a previous phase of our history.

In July this year, a team from the World Bank came to assess our economic position. They reported in October that "in 1968 Singapore entered a new phase of accelerated growth with boom conditions in private investment, a decline in unemployment, buoyancy of government revenues, the emergence of an overall surplus of savings over investments, and a significant build-up of external reserves." They attributed "the greater than expected success in Singapore's drive towards industrialisation" to 4 factors. They placed the Employment Act as the second of the factors.

Group Survival

Legislation can prohibit and punish abuses and malpractices. But it cannot give that positive urge to work and to achieve. This urge can come only from the conviction of a people that they must, and want to give of their best. It is the consciousness of our being co-owners of the new society we are creating, that

provides the drive for fulfilment. In multi-racial countries like ours, trade unions have a special role in building up this spirit of camaraderie amongst the workers. Developing the economy, increasing productivity, increasing returns, these make sense only when fair play and fair shares make it worth everyone's while to put in his share of effort for group survival and group prosperity.

We have 5 years of intense effort before us. We are doing well at present. But it does not mean our problems are behind us. The same World Bank Report warns that adverse factors, like the British military withdrawal "are still the factors accountable for an expected slowdown in Singapore's economic growth during the next three years and a resurgence of unemployment in 1972, but the size of the problem now appears much reduced and the maintenance of GDP growth of perhaps 5 percent at the trough seems feasible."

It will be 1974, at least, before we have put these problems behind us. Last year, 1968, British military spending still contributed 11.1% to our G.N.P. In terms of G.N.P. the spending has gone

down by half since 1965. But in terms of employment, however it has been reduced only by one third. Unless we keep up the effort and get more industries and enterprises launched and operating profitably, about 20,000 civilian employees still to be discharged by 1971, and thousands more serving the needs of British Service families, will not find new jobs. When the British Government first announced that their forces will be out by 1971, there was considerable gloom and pessimism, particularly amongst the civilians employees of the armed services. Today, the pendulum has swung to the other end. Every employee about to be retrenched knows or believes that he can easily get another job.

Anomalies

Browsing through your working papers, I was struck by the buoyant and confident note they all exuded. This is as it should be, provided it is not forgotten that we have still some way to go. This is no time to talk about amendments to the Employment Act. Anomalies can be ironed out. But, the principles which the Act embodies will have to be part of our way of life. Simply, it means that nobody can be a passenger, carried by a charitable employer, his shortcomings shielded by his union, and his well-being and security guaranteed by a benign government.

We have had two recent lessons of what happens to a people, their economy, and their standard of life, when workers and the unions take liberties with

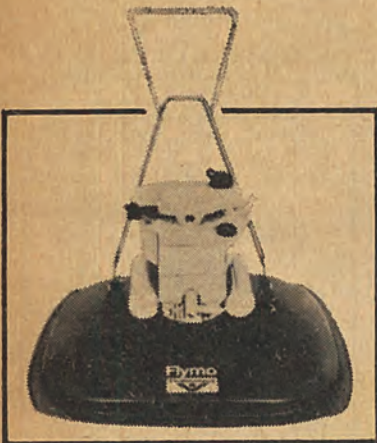
their country. The French unions went on the rampage in May 1968, 18 months ago. A year later, the French franc was devalued. The French economy is still not out of trouble. The British unions with their unofficial and wildcat strikes cannot absolve themselves from blame for the devaluation of the pound in November 1967. On the other hand, it is because of the German Workers and their unions, that their industrial managers did such a magnificent job. The German mark was revalued by 9.3%, i.e., the purchasing power of the mark, in terms of foreign goods, went up. There are pressures now for the revaluation of the Japanese yen. If Japanese workers and their unions were as destructive as Japanese students, the yen would not be in this happy position of being thought to be worth more than the official rate of exchange.

Before you discuss your future, remember how we got here — the past. You have a role to play in transforming a dependent underdeveloped community to an independent industrial society. It depends upon how successfully we can mobilise internal and international capital and expertise, get people to learn the skills and crafts, and acquire the managerial and marketing know-how. Only then can we produce goods and services efficiently and competitively for international customers.

So whilst throwing your eye towards the far horizon, do not forget the harsh realities of today. Let us first negotiate and overcome these immediate hazards.

McAlister & Co. Ltd.

Sole agents for:

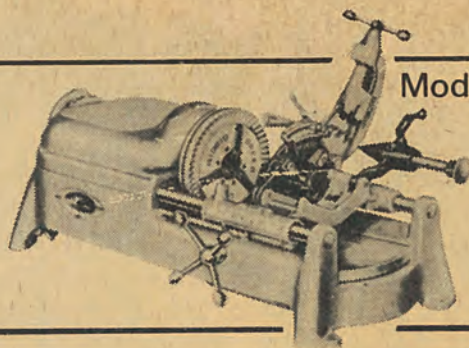


Flymo

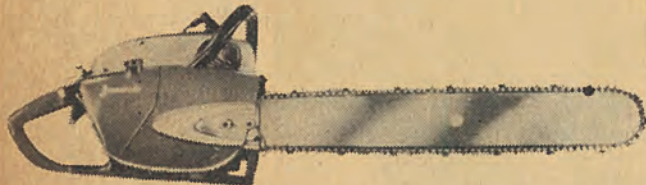
RIDGID

Work Saver Tools

Pipe & bolt threading machines and all plumbing tools



Model 535



Jonsereds



PAN-MALAYSIA INDUSTRIES LTD.

(INCORPORATED IN SINGAPORE)

PLYWOOD AND VEENER
MANUFACTURERS

JALAN PAPAN,
JURONG INDUSTRIAL ESTATE
SINGAPORE 22.

PHONE: 650811

Tel. Add: "PANMAPLY"

McAlister & Company, Ltd.

Engineering Dept.

Singapore • Kuala Lumpur • Penang • Ipoh
Kuching • Sibul • Kota Kinabalu • Bangkok

PIEU Football Tournament

Jurong Shipyard Branch makes it Three-in-a-Row



THE Jurong Shipyard XI emerged champions for the 3rd successive year to retain the challenge Cup when they trounced the Bridgestone team by 3 goals to nil in the finals in the Pioneer Industries Employees' Union annual football tournament played at the Jalan Besar Stadium recently. The luckless Bridgestone side was again runner-up for three years running. The tournament was started in 1967.

Immediately after the start, Jurong Shipyard led 1-0 when Goh Ah Pong scored their first goal. The other 2 goals were scored by R.S. Richard and Abdul Rahman.

Jurong Shipyard team:

Standing from left to right: Tang Chwee Fai, R.S. Richard, Sivalingam, Bo-menathan, Lim Siang

Huat, Abdul Rahman. Front left to right: Syed Mo-barak, Kassim b. Ahmad, Zam Zam Sulong, Leong Peng Cheong, Wan Perng Kay, Chong Seng Yu.

Not in picture: Peter Thomas De Cruz, Goh Ah Pong, Soh Peng Nam and Kama-ruddin.

Bridgestone team:

Jamaludin b. Haji Yahya, Tan Ewe Keat, Ahmad b. Abdullah, Mohd. Sahak b. Mohd., Abdul Wahat b. Osman, Selamat b. Abdul Rahman, Wan Abu Bakar, Koh Chew Peng, Jabar bin Awang Chek, Joseph Naidu and Eepsooni b. Woodi.

The referee was Inche M. K. Mydeen who is also the Secretary of the Referees' Committee, Singapore Football Association.

NTUC YOUTH SECTION

Life Saving Deed by Members

SOME 9 active members of NTUC's Youth Section led by its Chairman, Mr. I.C. Baptist and Acting Secretary, Mr. Clarence Nonis visited the Blood Transfusion Centre at the Outram Road General Hospital, donated 9 pints of their precious blood — as part of the Youth Section's programme in Community Service. Among the donors were four women members.

They were: Misses Maggie Ho, Lucy Yap, Seah Siew Wah, Goh Tuck Kheng; Messrs. Steven Alfred, T. Sivarundram, Eric Ng, Clarence Nonis and Cho Chor Siong.

As Christmas is just around the corner, the Youth Section Committee is planning a party for the underprivileged children of the Singapore Association for Retarded Children. The Chairman, Mr. I.C. Baptist has appealed to members to contribute generously towards the party. All donations should be forwarded to:

The Liaison Secretary, NTUC Youth Section, Trade Union House, Shenton Way, Singapore.

THANK YOU!

THE N.T.U.C. wishes to place on record its grateful thanks to the following firms for their congratulatory messages and advertisements in the Seminar Supplements published on 15th November, 1969 by the Straits Times, Eastern Sun, Sin Chew Jit Poh and Nanyang Siang Pau.

They are:

1. Lufthansa Airlines
2. Fraser & Neave
3. Borneo Company
4. First National City Bank
5. Sime Darby
6. Framroz (Pte.) Ltd.
7. Singapore Traction Co., Ltd.
8. Overseas Assurance Corporation Ltd.
9. Hagemeyer Trading Co. Sdn. Bhd.
10. Malaysia Singapore Airlines
11. Tractor Malaysia
12. National Productivity Centre
13. Keppel Shipyard (Pte.) Ltd.
14. K.L.M. Royal Dutch Airline
15. American Express Co.
16. Qantas Airways Ltd.
17. Public Utilities Board
18. Singer Sewing Machine Co.
19. Warner Lambert
20. Eurasia Press
21. Jurong Town Corporation
22. Golden Crown and Conference Hall Restaurant
23. Port of Singapore Authority
24. William Jacks
25. Vosper Thornycroft
26. Singapore Telephone Board
27. Bridgestone Tyres
28. Union Carbide (Pte.) Ltd.
29. John Littles
30. Metro
31. Asia Life Assurance Co.
32. Sembawang Shipyard (Pte.) Ltd.
33. Tiger Balm
34. Jurong Shipyard Ltd.
35. United Commercial Bank, Serangoon Road Branch
36. Singapore Glass Manufacturing Co., Ltd.
37. Malaysia Restaurant
38. International Air Radio
39. Ban Hin Lee Bank Ltd.

Get the fashion
Get CALTEX

Here's where your car gets the fashion.

Boron turns on the power you've never touched before. Caltex Boron is the space age motor fuel resulting directly from research into high energy fuels for rockets. Caltex Boron—the most powerful high energy fuel for petrol engines. Key benefit—Perfect Combustion Control—maximum engine efficiency. Easier starting. Smoother acceleration. More power. In fact Boron turns on your car engine. Turns on the power you've never touched before. Next time you fill up, stop at the Caltex sign. Turn on with Boron.



ICFTU/ARO 9TH REGIONAL CONFERENCE

Discard outmoded and narrow ideas

THE Acting Minister for Culture, Mr. Wee Toon Boon, urged trade unions to emancipate themselves from outmoded and narrow ideas. This was necessary if they were not to become exclusively obsessed with their own narrow interests and their disregard for the national interest.

Mr. Wee was speaking at the ICFTU/ARO Regional Conference attended by delegates and observers from Asian countries at the Singapore Conference Hall which concluded recently. He stated: "At this point in time when trade unions are entering on their century of existence, it is particularly fitting that some of the leading trade unionists of Asia are gathered here today to reflect on the past achievements of the movement and chart the goals for the immediate and distant future. I have followed with interest the progress of your organisation and have been impressed by the manner in which you have continuously attempted to re-define the goals of the free trade union movement without sacrificing the ideals around which the movement was founded.

"Generally speaking, workers in this part of the world in the pre-Independence era were subjected to varying policies of suppression whenever they were involved in union activities. Trade unionists came to be regarded as political threats and subversive elements.

"In the historical sense, therefore, trade Unions were not free to function as trade unions. But generally speaking after Asian countries became independent, trade unions were allowed to exist by law, but unfortunately the large majority found themselves bewildered by the new situation. By and large, trade unions in this part of the world merely efficiently emulated their counterparts in the West.

"Worse still, some popular governments that took over the reins of government in the belief that economic growth would come naturally as the outcome of independence, often failed to mobilise the populace. Hence, post-Independence bankruptcy resulted, where once there had been relative pre-Independence prosperity under astute colonial administration. In the circumstances, trade unions were perhaps not to blame for not being self-starters in the development of self-reliant efforts.

"Mention of a few characteristic habits which could

be multiplied ad infinitum will show the behaviour patterns of trade unions in perspective. One good example was the attitude of one group thinking in terms of its own interest, without regard to the interest of society as a whole. Another example was that until recently, workers used to consider double or triple pay as their divine right and it was only after much explaining that they understood that this practice was an importation from other countries with different social conditions such as that of full employment, and when blindly applied in job-scarce Singapore, it would mean denial of opportunities for others sorely in need of gainful employment.

Peculiar Needs

"Every developing country although dedicated to general principles of working class ideals differs in social and economic circumstances, each having its own peculiar needs and interests to safeguard in the interest of national survival. For example, industrially advanced countries can accommodate varying degrees of trade union sophistication, but such tendencies if emulated in developing societies before the take-off stage in its economy can be nationally suicidal and thus detrimental to the working class.

"Thus threatening gestures to cripple the national economy in attempts to coerce the management have no place in developing societies. The only sane substitute is enlightened industrial relations.

"For largely owing to historical reasons and circumstances, trade unions in this part of the world are often prisoners of outworn philosophies and outmoded thinking. Union leaders are often conspicuously lacking in the innovative spirit — that too, could be attributed to historical reasons, with the result that the men who are now guiding the destinies of our trade unions despite their long experience in trade unionism often fail to keep

abreast of modern trends and developments.

"In modern Singapore, one of the most vital remedies is the convening of a seminar later this month with the object of finding ways and means of modernising the trade unions so that they can become useful digits in the 70's which because of the British withdrawal from the region will pose grave problems for Southeast Asia as a whole, and Singapore in particular.

"This bold and systematic attempt to modernise implies honest recognition of inadequacies and short-comings. What is more commendable



Mr. Wee Toon Boon addressing the Conference.

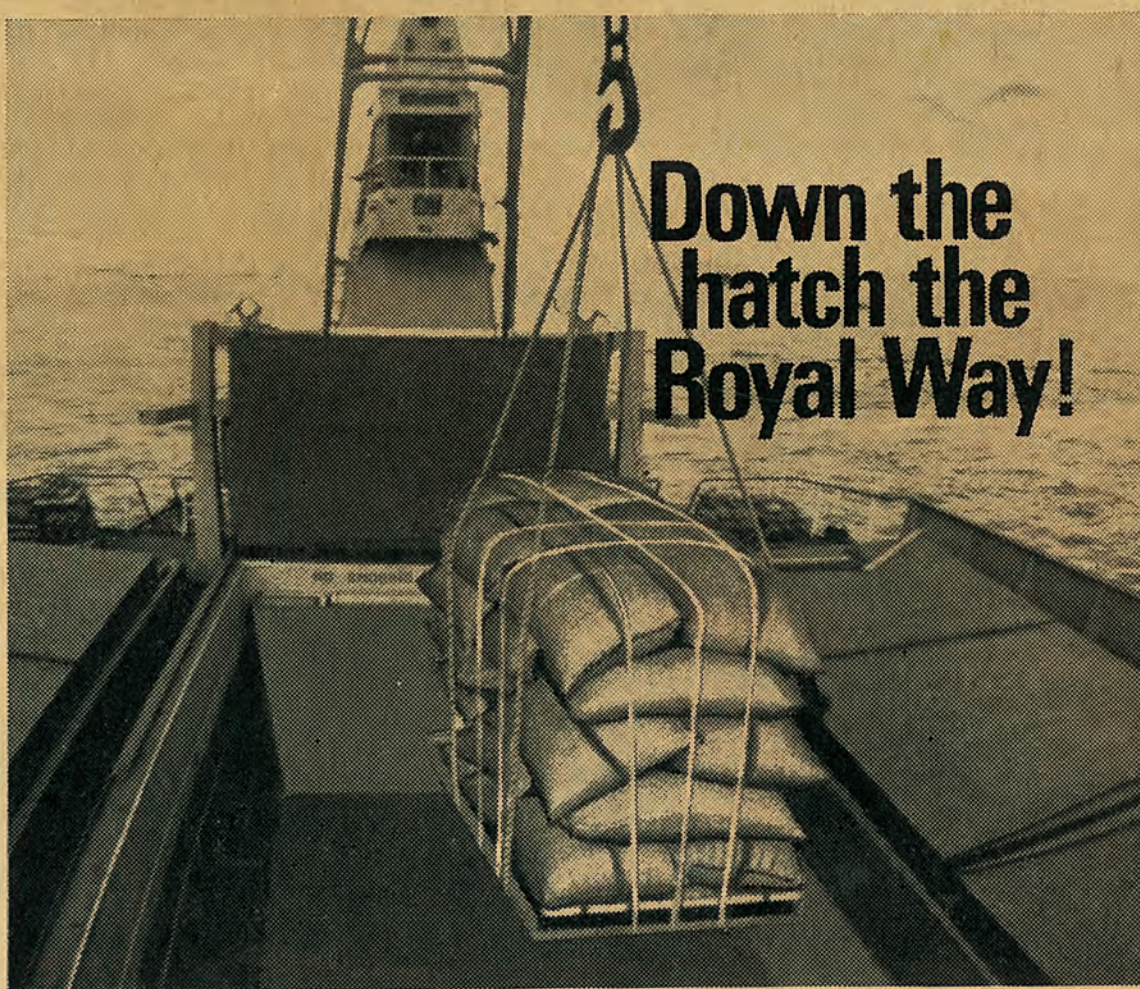
is the ability to heed constructive criticism and then embark on the search for remedies.

"Perhaps the most disastrous attitude that can stifle trade unionism is complacency — that is, when trade unions adopt the attitude that they are highly organised when in fact they are not because they are unable to assess their own inadequacies.

"As a result the society of which they are part become disillusioned with the trade union movement, particularly

when they become exclusively obsessed with their own narrow vested interests and their disregard for the national interest. It is imperative for such unions to emancipate themselves from outmoded and narrow ideas.

"I have every confidence that this conference will be much more productive of concrete results than the usual resolution-orientated conferences which appear to be an obsessive contemporary phenomenon, not only in Asia but also in all parts of the world.



ROYAL INTEROCEAN LINES' fast (20-knots) modern Cargo liners handle all cargo with Right Royal care. For shipments large or small—whether conventional, unitised, palletised or containerised, you can rely on Royal treatment!

Monthly express service from Singapore, Port Swettenham and Penang to Mauritius, South African and South American ports. Also regular fast sailings from Singapore/Port Swettenham/Penang to Japan, Hong Kong, East and West Africa, Fiji, Australia, New Zealand, Ceylon, India.

For full details contact

SINGAPORE:	K.P.M. (FAR EAST) PRIVATE LTD., 1, Finlayson Green.	Tel: 92420-9.
PENANG:	K.P.M. (FAR EAST) PRIVATE LTD., 33, Weld Quay.	Tel: 62-173.
PORT SWETTENHAM:	HARRISONS & CROSFIELD (M) SDN. BHD.,	TEL: 65-77.
KUALA LUMPUR:	HARRISONS & CROSFIELD (M) SDN. BHD.,	TEL: 80-751.



ROYAL INTEROCEAN LINES

Straat Hobart • Straat Hong Kong • Straat Holland
Straat Honshu

Four Important Principles

● From Page 16

as a whole, a co-operative life insurance enterprise would provide a good financial base. For instance, if no more than a quarter of trade union registered members took up policies with premiums averaging, say, \$150 a year, this will mean a cash flow of some \$5 million a year. With an annual cash flow of \$5 million, it should be possible to accumulate a fund of a respectable size within a few years. Of course, there is no reason why actual performance could not be considerably better than \$5 million a year. The potential market is not restricted to union members; it can extend to all employees as well as to small businessmen, hawkers and taxi-drivers and others who work on their own account. The outcome depends largely on the intensity of intelligent effort put in.

Pilot Project

The next type of co-operative which I would recommend for early growth is the Consumer Co-operative. Experience of the labour movement in other countries shows that, given sustained effort and dedicated leadership, this kind of co-operative is not too difficult to establish and can take permanent roots in society. In

Singapore, a Co-operative Consumer Society was established in the early post-war years when there was a shortage of consumer goods. The Co-operative, however, died when shortages disappeared. The lesson here is that it is necessary to propagate the principles of the co-operative movement so as to ensure membership loyalty.

The best way to start a co-operative is probably to select a good locality in one of the major housing estates where a good number of trade union members live. Possibly some part of Queenstown may be suitable. Jurong may offer some possibilities; one of the larger firms there is running a thriving co-operative for its members.

The first Consumer Co-op should be started as a pilot project. If the top union leadership were to lavish care and attention to its growth, the consumer co-op should succeed. After some time, the leadership would have valuable experience which can be used to good effect in starting up co-operatives in other housing estates. Once a network of co-operative shops has been established and the advantages of consumer co-ops made apparent to all members, the movement could develop its own momentum of growth with the growth of population, improvements in stan-

dards of education and increases in personal incomes and wages.

I should sound a word of warning. There is little gravy in the retail business in Singapore and much effort, dedication and an enormous amount of ingenuity and skill, will be needed if the Consumer Co-operative were to succeed.

Participation

Housing co-operatives also offer a promising field of development. It is, however, very specialised work and you will need a good band of workers with professional qualifications, experience, zeal and dedication. It is better to wait until the Life Insurance Co-operative has accumulated sufficient funds. At that stage, the Insurance Co-op will no doubt want to invest some money in real estate and that will be the time when it may be willing to finance a housing co-operative.

The Co-operative Bank, I regard as an essential element in the later stage of co-operative development. If and when the Insurance Co-operative has established itself on a sound basis, with accumulated funds of \$20 to \$25 million, and when the co-operative movement has established a string of Consumer Co-operatives, and when the Housing Co-operative has got off to a good start, the time may come to consider setting up a Co-operative Bank. By that time, I expect the broad base of the co-operative movement led by the trade union movement, would have won the confidence and participation of a sizeable part of Singapore's population. It would have behind it several major successes. It would have experience in the management of financial and business affairs. That would be the time to think of starting a Co-operative Bank.

Ex-detainees

As regards other types of co-operatives, the N.T.U.C. study paper mentions Producers' Co-operatives and notes the fact that Ex-Detainees' Association has succeeded in establishing a Producers' Co-operative engaged in the production of shoes. In this enterprise, the Government advances the money in the form of a loan, to pay not only for the training expenses of the ex-detainees, but also for the purchase of machinery and equipment. Though still in its infancy, the Co-operative shows every sign of promising growth.

Another Producers' Co-operative consisting of members who are ex-political de-

tainees has been launched. This is in the field of ornamental ceramics. A group of eight are undergoing training.

The second Co-operative undoubtedly faces more formidable challenges than the Shoe Co-op. They are mainly concerned in making souvenirs for the tourist trade and clearly there are difficult matters of design of product which have to be solved, as well as the marketing of their output. However, with the assistance of the Tourist Promotion Board, we hope that these problems can be solved.

I make this point to show that Producers' Co-operatives are quite a tricky business. This explains why, under a system of free enterprise, there have not been many successful instances of Producer Co-operatives. Where these have emerged and survived, as in Israel for instance, they are the result of special historical circumstances.

Management

So far as Producers' Co-operatives are concerned, I suggest that the matter be treated realistically. It is easy enough to produce study papers to show that this or that kind of Producers' Co-operative has a potential. But unless you have the people who are willing to put in the effort and sustain it over a long period, you are not likely to achieve much. So unless there are union members who are highly motivated, for one reason or other, with the desire to start up a Producers' Co-operative in a trade in which they have the necessary basic skills, I suggest that you do not give much further thought to this.

But whatever type of co-operative you decide to establish, whether it fails or whether it succeeds depends as much on one factor alone as on all the other combined. And this is the factor of management. If you have good, keen effective management, then any kind of co-operatives that you establish, even the Producers' or the Agricultural Co-operatives, will succeed. On the other hand, if you have a lazy, fumbling, ignorant, indecisive kind of management, even the most promising project will fall apart in your hands.

This is not the place to expound the principles of business management. However, I think both the N.T.U.C. leadership and the trade unions will have to adhere to certain principles very strictly, if the co-operatives they establish were to have any chances of survival. The first principle is that the staff

of the co-operative, be it the top executive or the general run of employees, should be recruited entirely on the basis of merit. The co-operative should not be made the dumping ground of loyal and aged union members who are tired of their present employment and believe that they deserve a more congenial occupation at better rates of pay. Nor should appointments and promotions to any position in the co-operatives be subject to political pressures or influence. Merit and performance must be the only criterion. Staff recruited on unsound principles cannot be properly disciplined and trained. Favouritism, intrigue and eventually complete demoralisation will set in and reduce the organisation to a moribund condition.

Initiative

The second principle to be observed is that while it is proper that the professional staff of the co-operative be held responsible to a committee, Board of Directors or whatever the governing body be called, it should be given considerable scope for the exercise of initiative, judgement and enterprise. The committee or board should not interfere in the day-to-day management of the co-operative. Its duty is one of laying down policies and guidelines and general supervision of affairs of the co-operative.

There are other principles of good management, such as staff training programmes, effective audit and accounting systems, but these are of a specialist nature and I will not deal with them here.

Technical Assistance

These then, are some of the opportunities as I see them of how the trade union movement can move into new and productive fields of endeavour. The Government, while it cannot extend direct financial assistance in launching any of these co-operative enterprises, would be willing to assist in whatever other ways it can, such as for instance, in giving technical assistance in the formation of the co-operatives. But the principal task must be faced by the trade union movement itself.

The movement is faced with an unprecedented challenge created in the new situation where the simple traditional virtues of militancy and struggle are of little relevance. It must seek a new role in society and in seeking, and eventually performing, the new role, it will need to adapt to the changing environment.

WHEN BUYING OR BUILDING
HOUSES, FLATS AND FACTORIES...

BE SURE
CERAMICS QUALITY BRICKS
ARE USED

for further information and advice
on the uses of CERAMICS products,
please contact:

Ceramics (Malaysia) Pte. Limited,
Jalan Besi Baja,
Jurong Town,
Singapore, 22.
Tel: No. 651666/7/8

THE GIANT STEPS FORWARD

● From Page 1

On the other front the Development Committee is conducting extensive research while seeking expert advice and assistance, both locally and internationally, in the formulation of blue-prints for specific projects recommended by Workshop "B". High on the list of priorities would be the setting up of:

1. Insurance Co-operative
2. Housing Co-op
3. Consumers Co-op
4. Workers' Bank
5. Producers Co-op
6. Servicing Co-op

A Million Dollar Advice

At this juncture it would be pertinent to take note of the valuable advice given by Dr. Goh Keng Swee, our Finance Minister. He has done all the home work for us. In our study paper on "Co-operation" an excellent background was prepared pointing the way to various co-operative projects.

In his inimitable fashion this financial wizard went on to expound "how organised labour can develop the co-operative movement in the Republic to its own advantage as well as to the national advantage."

He laid down four principles under which the movement will have to operate in

the Republic.

- (i) the co-operative must be fully competitive with private enterprise and cannot expect privileged treatment.
- (ii) the labour movement should engage in co-operative enterprises in those fields in which it has a natural built-in advantage.
- (iii) the highest standard of integrity must be established and maintained.
- (iv) must have effective management.

Then he proposed a strategy of development which, if the principles are followed, will ensure rapid growth of the co-operative movement. His approach is practical and business-like.

He suggested that the financial base could be built upon a Life Insurance Co-operative. It should be in respect of life insurance in the initial stages, and should not move into other fields of insurance such as fire, marine, motor and general insurance, where private enterprise will offer stiff competition.

Dr. Goh then assesses the financial base that could be built up with a humble start. "If no more than a quarter of trade union registered members took up policies

with premiums averaging, say, \$150/- a year, this will mean a cash flow of some \$5 million a year. It can even extend to all employees as well as outsiders such as small businessmen, hawkers, taxi-drivers, etc."

As a second step Dr. Goh advocates Consumers Co-operative. The best way would be to select a good locality in one of the major housing estates.

The Housing Co-operatives, he suggests as a third project. The Housing Co-op should be able to provide cheaper houses to the workers on reasonable terms.

As a fourth step the Co-operative Bank would be a feasible proposition, says Dr. Goh. That is if the previous co-operative ventures have been established on a sound basis and sufficient funds to the tune of \$25 million have been accumulated.

Last in his list is Producers' Co-operative. This is a tricky business, according to Dr. Goh.

"The trade union movement can move into new and productive fields of endeavour," said Dr. Goh after giving considerable thought to the problem and after bringing to bear on the issues some of his experiences in the financial field. He has

analysed everything for us and has given us a million dollar advice.

In spite of certain "Clowns" in some unions trying to undermine the trade union movement by their antics, the Seminar has proved one thing beyond any shadow of doubt. The affiliated unions mean business.

They will go down in history as the pioneers who built a great edifice by sheer sweat and labour to whom succeeding generations will pay homage till the end of time. So let us today help this giant on its feet to take the first few steps in Scene I, Act I of the drama that is unfolding.

Workshop 'A'

● From Page 7

Calls upon the Government to take note of this and to revise the CPF Act to prevent such abuse.

- (5) "That this Plenary Session, taking note of the undoubted fact that although provision is made under the Industrial Relations Ordinance (1960) to give remedy to an employee in the event of victimisation by his employer; that the term 'victimisation' is not defined; and that it is extremely difficult to prove victimisation under the present procedures, as is attested to by the fact that the relevant provisions of the Industrial Relations Ordinance have yet to be tested in a court of law, despite innumerable complaints of victimisation,

Calls upon the Government to revise the relevant provision in the Industrial Relations Ordinance by placing the onus of proof on the employer to show that he did not victimise the employee concerned."

F. BRITISH MILITARY SERVICES' WORKERS

"That this Plenary Session, recognising that the complete withdrawal of the British military services will place all those workers directly affected in an extremely difficult position,

Calls upon the NTUC to appoint a Special Committee to take responsibility for their plight and to recommend to Government that such workers be given priority for alternative suitable employment in the new labour-intensive industries to be put up."



G. HISTORY OF THE TRADE UNION MOVEMENT

"That this Plenary Session, recognising that the history of the trade union movement is part of the history of Singapore,

Recommends that the NTUC set up a Special Committee to organise the writing of a full and objective history of our movement, by compiling all relevant data, requesting all unions to provide it with a full history of their part in the workers' struggle, and engaging an author of competence to write the history."

The Singapore Traction Co. (1964) Ltd.,

50, Mackenzie Road, Singapore 9.



TRAVEL

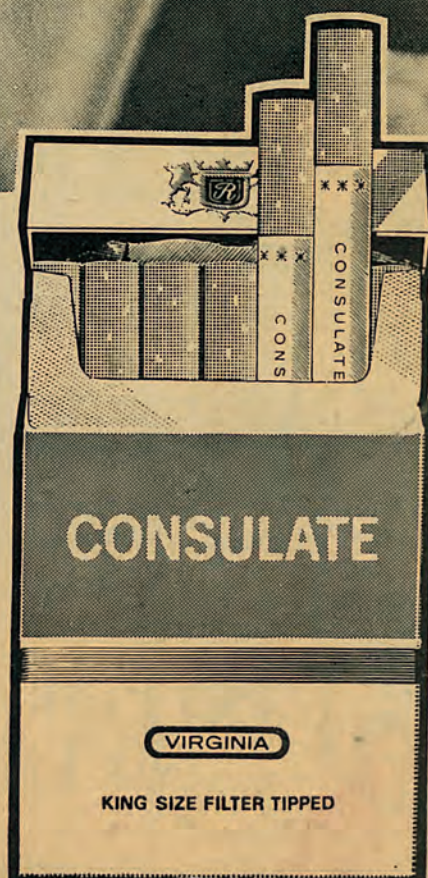
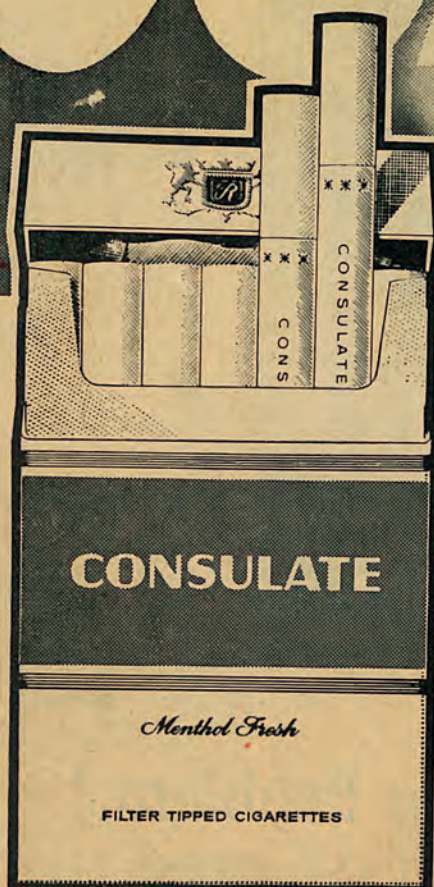


No Parking Problems!
No Traffic Cares!



Get away
from the everyday
Swing to

CONSULATE



**the great new dimension
in smoking pleasure**

New Virginia Red...Cool Menthol Green

Hey, from here on in, leave tired, tasteless smoking way behind. CONSULATE brings you a great new dimension in smoking pleasure with two great individual tastes. Did you ever have it so good?