

8 NOV 1982

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06-4/82/11/04.

SPEECH BY MR HO KAH LEONG, PARLIAMENTARY SECRETARY (EDUCATION),  
AT THE OFFICIAL OPENING OF PRODUCTIVITY IMPROVEMENT CAMPAIGN  
OF SINGAPORE AUTOMOTIVE ENGINEERING (PTE) LTD  
ON THURSDAY, 4 NOVEMBER 1982 AT 9.30 AM  
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Singapore Automotive Engineering (SAE) started operations in March, 1971. Today, I am told that SAE employs around 1,000 employees and is one of the largest automotive engineering concerns in Singapore. SAE is essentially a service industry. If I am not mistaken, this is the first engineering service industry involved in the Quality and Reliability Movement.

Just as in the manufacturing sector, quality and reliability also plays a very important part in the service industry. This is more so in a sophisticated industry like SAE where staff are working with expensive facilities and equipment. Staff are also servicing, testing, or designing expensive parts or equipment. A high degree of reliability and skills is therefore required of the workers of SAE.

Thus, one important aspect of SAE's operations must be in training. I am pleased to note that SAE has a Training Centre to conduct apprentice training and on-the-job training. Singaporeans must learn to do things better and efficiently so that our products and services can be competitive in local as well as international markets. To do this, our workers must be prepared to upgrade present skills and learn new ones. The illiterate must learn to become literate. This is vital to us. We must develop this learning spirit so that we are prepared not only for this decade but also for the next decade and beyond for a highly competitive and productive society.

There is no other way for Singapore to succeed in today's world. It should be our way of life to strive for excellence and high quality - whether we are working in a company, in the Government, or self-employed. For all of us, the Productivity Movement

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has great relevance. In a situation where management and workers are not hostile parties, workers will also benefit when their companies do well. Workers must not feel that management only stands to gain when a company enjoys success. In fact, both parties benefit and must be seen to benefit. With the Government behind to ensure good industrial relations, our workers must realise that their future and security is dependent on their company's success of which they have a great role to play.

Under the QR Movement, companies in Singapore are being encouraged to participate actively and show how through Total Quality Control (TQC) Singapore-made products or services can be more competitive. As you all know, the TQC approach incorporates all aspects of good labour-management practices, work procedures, materials and product specifications, production and quality control systems, design, sales and marketing. TQC is company-wide Quality Control and embraces all departments of a company. Everyone is involved and therefore has a part to play.

A good start has been made but this by itself is not enough. Quality should be everybody's business - from the Chief Executive Officer to the Worker. Quality should not be confined to be manufacturing or production level alone. We should aim at company-wide Quality Control or Total Quality Control (TQC) as is sometimes called. SISIR, I am told, is placing greater emphasis on TQC in this decade. This is a long-term programme. I would like to urge all Singapore industries to respond to the TQC Movement wholeheartedly.

The world is bracing itself for a grim period of recession. Unemployment is high in the European and US economies. This will affect Singapore's economic growth as world trade will decline. We Singaporeans must perform better and be prepared for the worst. There is no other choice.

I am therefore pleased to be here this morning to officiate at your Productivity Improvement Campaign Opening Ceremony. I congratulate the management and staff for their efforts to improve productivity. I hope SAE will enjoy the success it deserves.

I now have great pleasure in declaring your Productivity Improvement Campaign open.