
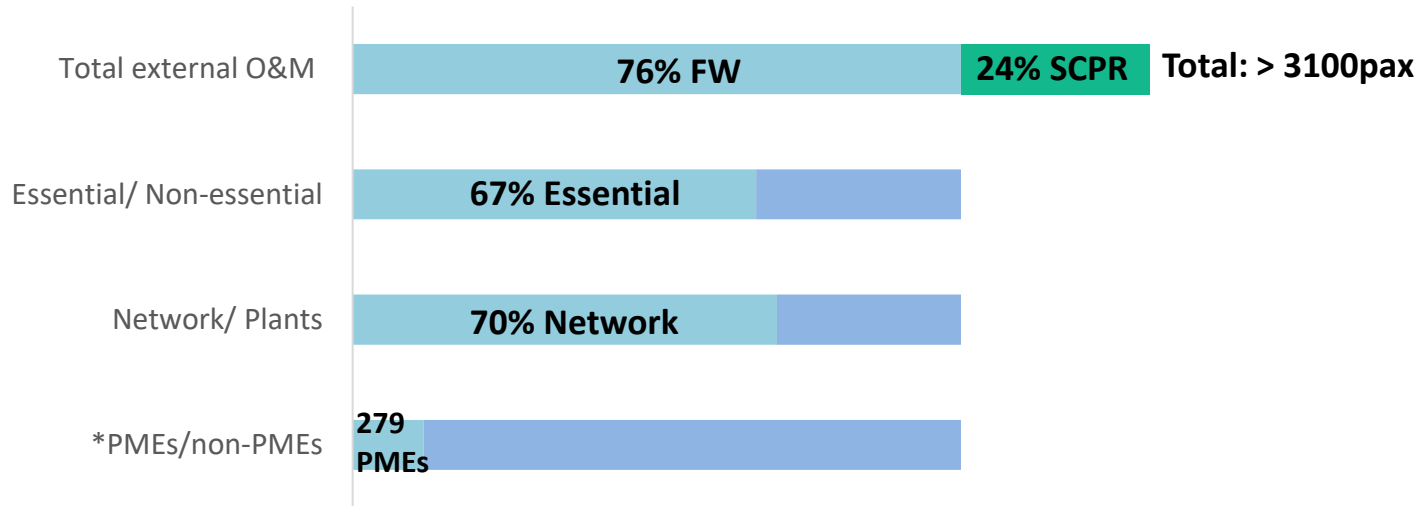


Reducing Dependency on Foreign Labour



**MAKE
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External O&M Workforce (2021)



By end 2025 (for O&M contracts)

Target 1 – Reduce all FW O&M by 15% (~360pax)

Target 2 – Localise FW PME posts

**Supervisors, Managers, Engineers & Coordinators*

Changes to PUB's tender specifications from Jan 2022

Industry Engagement

- Conducted in May 2021
- Of the 96 companies providing key O&M services to PUB through 125 contracts, 15 were identified as major contractors and were invited for face-to-face interviews

	96 firms providing Key O&M Services – FormSG	15 major providers of Key O&M Services – Face to Face Interviews & FormSG
No. of Key O&M Contracts Involved	125	43
Total Annualised Contract Value	~S\$280 million	~S\$100 million
No. of Workers Supplied	~89% of total FW	~44% of total FW

73

Companies engaged and responded through survey

12

of 15 major O&M contractors interviewed

Target 1: Reducing FW O&M by 15% by 2025

1. Strong signal on intent to reduce manpower

2. Facilitate investment in productivity measures

3. Allow contractors to counter-propose work schedules¹ and alternative maintenance frequency

4. Outcome based contracting through performance management

- Manpower cap
- Removal of minimum manpower/team requirements

- Contract period to be at least 3 years where applicable

- Make available maintenance data for work/manpower planning & optimisation
- Grant access to predictive maintenance system; reduce maintenance frequency with system availability
- Enhance performance management criteria for risk management

Survey findings (May 2021)

1. Longer contract duration encourages technology investment
2. Tender price undercutting is a concern
3. Time required for technology implementation after award

¹ For planned work and subject to operational constraints

Target 2: Localise FW PME post

- “Resilience of Workforce” quality attribute, introduced in Apr 2021, will be revamped to better reflect the importance of workforce resilience in ensuring mission continuity even during times of crisis
- Contractors will need to pay attention to Business Continuity Management and the composition of the workforce provided to PUB
- Regular monitoring of manpower pool and replacement subject to PUB’s approval

Survey findings (May 2021)


1. Career progression is a factor
2. High salary demands by SCPRs

* Nationality will not be specified as job requirements in compliance with Tripartite Guidelines on Fair Employment Practices

What can you do?

- Partner with PUB to enhance the resilience of our external workforce and delivery of essential service
- Innovate and propose new ways/ technologies to conduct maintenance work while ensuring equipment reliability and reducing manpower
- Leverage on existing Government grants to raise productivity and reduce manpower
- Provide feedback to PUB on how maintenance work can be improved

Thank You



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Existing Grants and Incentives

Productivity and Technology	Competency Skills and Training
ESG Productivity Solutions Grant <ul style="list-style-type: none">- Provides up to 80% funding until end FY21- Applies to IT, equipment and consultancy	Course Fee & Absentee Payroll funding <ul style="list-style-type: none">- Provide employers with relief when staff goes away for training
ESG Enterprise Development Grant <ul style="list-style-type: none">- Further funding support for initiatives beyond those in PSG	Enhanced Training Support for SMEs <ul style="list-style-type: none">- Provide SMEs with higher subsidies and incentives for course fees and absentee payroll
Skills Future Enterprise Credit <ul style="list-style-type: none">- \$10,000 one-off credit to cover up to 90% expenses incurred for enterprise transformation initiatives and programmes to enhance capabilities of employees	Enhanced Hiring Incentive <ul style="list-style-type: none">- Provide short term salary support for employers who hire mid career locals who had undergone WSG endorsed training schemes
Agency specific transformation fund (e.g. BCA BuildSG Transformation Fund)	