

# **Tripartite Guidelines on Managing Excess Manpower**

## **Introduction**

1. The Singapore economy is experiencing a sharp downturn due to the impact of the global financial crisis. This downturn could be a prolonged one and companies, unions and workers need to continue to work closely together to ride out this storm. To help companies and workers cope with this difficult period the Ministry of Manpower, Singapore National Employers Federation (SNEF) and the National Trades Union Congress (NTUC) have formulated the 'Tripartite Guidelines on Managing Excess Manpower' for implementation.
2. In coping with the downturn, the tripartite partners strongly encourage companies to manage their excess manpower and consider retrenchment only as a last resort. To help save jobs, companies should first consider cost-cutting measures including reducing non-wage expenses to reduce overall business costs. This could also help enhance their competitiveness.

## **Guidelines on Managing Excess Manpower**

3. If your company has insufficient work for your workers, you should take a long-term view of your manpower needs to decide on the best course of action. Instead of retrenchment, you should consider several alternatives to better manage your excess manpower:
  - Make use of the SPUR programme to send your workers for training
  - Redeploy workers to alternative areas of work within your organization
  - Implement shorter work-week, temporary lay-off, flexible work schedule or other flexible work arrangements
  - If you have a flexible wage system in place, use it to adjust your wage cost.

## **Skills Programme for Upgrading and Resilience (SPUR)**

4. Companies planning to cut its workforce should instead consider sending their employees for skills training and upgrading under SPUR which will be administered by the tripartite partners. SPUR helps both companies and workers manage the downturn and invest in skills for the upturn. Employers and workers can access high-quality subsidised continuing education and training (CET) at more than 40 CET Centres islandwide.
5. CET training under the Workforce Skills Qualification (WSQ) system covers a wide range of industries and sectors. Each pathway helps workers to upgrade existing skills or gain new skill sets. Where practical, training is made modular to meet the needs of both employers and workers.

6. The benefits of training your workers are:
  - Higher company productivity
  - Better management of any excess manpower during this downturn
  - Flexible redeployment of staff to jobs that require higher skills and better knowledge
  - Retention of better-trained and qualified employees who will be more difficult to come by during periods of high labour demand.
7. The SPUR programme provides attractive incentives to help your company defray training and manpower costs. Companies can look up the details of SPUR at WDA's website (<http://www.wda.gov.sg>) from 21 Nov 08.

### **Shorter work-week, temporary layoff or other work arrangements**

8. Workers and trade unions (if workers are unionised) should be consulted on the implementation of shorter work-week, temporary layoff, flexible work schedule or other flexible work arrangements, in any appropriate order, as well as the level of payment to be given to the affected workers, taking into consideration the performance and financial position of the company.

#### Shorter Work week

- Request your employees to take up to 50% of their earned annual leave.
- Reduction in work week should not exceed 2 days in a week and not last for more than 2 months at any one instance subject to review.
- Pay the affected employees not less than half of their salary on the day(s) when the employee is not working, during the period when the shorter work week is implemented.

#### Temporary Layoff

- Request your employees to take up to 50% of their earned annual leave.
  - Duration of layoff should not exceed 1 month at any one instance subject to review.
  - Pay the affected employees not less than half of their salary during the layoff period.
9. You may also consider implementing other work arrangements such as part-time work, a flexible work schedule and other flexible work arrangements, in consultation with the union and workers concerned.
  10. Some companies might find that the above-mentioned measures may be more suitable for rank-and-file workers and less applicable to executives, particularly senior management. In such a situation, other measures may need to be considered with regard to executives, based on the company's circumstances and operational needs, to support its manpower and business strategies to cope with the downturn.

## Flexible Wage System

11. If your company has a flexible wage system in place and a reduction in manpower costs is required to avoid retrenchment, you may consider adjusting the various wage components in consultation with the union or workers concerned. The various wage components include:

### Variable Bonus Payment

This is the first component to be cut during a business downturn as payment is directly linked to the company's performance. The continuation of such a payment will depend on the profitability of the company. Hence, when a company is not performing well, bonus payment will be reduced or not given.

### Annual Wage Increment

If the need arises, the company may also consider reducing the annual increment or introduce a wage freeze if the situation warrants it, the extent of which should depend on the company's financial position.

### Monthly Variable Component

The MVC, which forms a part of the basic wage, allows the company to adjust wages quickly in response to changes in the business environment without having to wait until the end of the year to adjust variable bonus payments and other annual variable components.

If your company has already put in place an MVC in the wage structure, you can consider adjusting the MVC downwards. The extent of the adjustment would depend on the severity of the downturn, the company's situation and any key performance indicators or guidelines for triggering an MVC cut as agreed with the union or workers.

For a company which has yet to implement the MVC or any flexible wage component in the wage structure but wishes to adjust wages downwards, the company should consult their workers and explain the reasons for the wage cut. If the company is unionized, it should seek the agreement of the union.

### Annual Wage Supplement

If business conditions continue to worsen, another component to be considered for reduction is the AWS, which is usually one month's salary to be paid at the end of the year.

12. The adjustment of the various wage components need not be applied sequentially as listed above, and companies in consultation with the union, have the flexibility to implement them in any particular order depending on the financial situation of the company and the timing in which it is adjusted.

## When Retrenchment Is Inevitable

13. The tripartite partners understand that retrenchments may sometimes be inevitable. In this situation, your company is encouraged to discuss with the unions, if your company is unionised, to ensure that retrenchment could be carried out responsibly and smoothly.
14. Retrenchments should be carried out as a last resort. Companies should notify the Ministry of Manpower (Labour Relations & Workplaces Division) as soon as possible of their impending retrenchment if a decision has already been made. Early notification will enable the Ministry and the relevant agencies to help affected workers find alternative employment expeditiously and/or to provide them with relevant training for enhanced employability. You can notify the Ministry through the following ways:
  - Download the notification form at [www.mom.gov.sg](http://www.mom.gov.sg) and submit it via:  
Email : [mom\\_lrd@mom.gov.sg](mailto:mom_lrd@mom.gov.sg)  
Fax : 6535 4811  
Post : Labour Relations & Workplaces Division  
Ministry of Manpower  
18 Havelock Road  
Singapore 059764
15. If retrenchment has to be carried out, the exercise should be implemented responsibly. If your company is unionised, the union should be consulted. Companies are also encouraged to give advance notice of retrenchment to the union so that early assistance can be given to the affected workers.
16. As far as possible, affected workers should be informed of their impending retrenchment before notice of retrenchment is given. As a responsible employer, you should also help the affected workers look for alternative jobs in associate companies, in other companies or through outplacement assistance programmes.

### Notice Period

17. The duration of notice will depend on what is agreed in the collective agreement or contract of service. If no such period was previously agreed, the following shall apply to workers covered by the Employment Act:

<b>Length of Service</b>	<b>Notice Period</b>
Less than 26 weeks	1 day
26 weeks to less than 2 years	1 week
2 years to less than 5 years	2 weeks
5 years and above	4 weeks

## Retrenchment Benefits Payment

18. Employees with 3 years' service or more in the company are eligible to claim retrenchment benefit payment. Those with less than 3 years' service could be granted an ex-gratia payment. The quantum of retrenchment benefit depends on what is provided for in the collective agreement or contract of service. If there is no provision, the quantum is to be negotiated between the employees (via their union in the case of a unionised company) and the employer concerned.
19. The prevailing norm is to pay a retrenchment benefit varying between 2 weeks to 1 month salary per year of service, depending on the financial position of the company. However, in unionised companies where the quantum of retrenchment benefit is stipulated in the collective agreement, the norm is one month's salary for each year of service.

## **Conclusion**

20. The 'Tripartite Guidelines on Managing Excess Manpower' aims to help employers and workers to better manage the economic downturn and at the same time reposition our workforce to seize opportunities when the economy recovers. When there is a need to implement any of the above measures, the principle and spirit of leadership by example, close consultations and transparency should prevail. This will enhance the level of trust between employers and workers/unions and help to smoothen implementation. For instance, when salary needs to be adjusted downwards, senior management should lead by example by cutting their salaries earlier or accept similar or deeper cuts.
21. The tripartite partners would like to urge companies, unions and workers to work closely together to overcome this downturn, and make sacrifices where necessary to ride out the storm. Companies, with the support of unions and workers, should take advantage of SPUR and other skills upgrading programmes to upskill and reposition their workforce so that they could emerge stronger for the benefit of the company, workers and the economy.

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Issued on : 19 November 2008

# Skills Programme for Upgrading and Resilience (SPUR)

## What is SPUR?

1. The Skills Programme for Upgrading and Resilience (SPUR) is a new 2-year programme by the tripartite partners, to help companies and workers manage the economic downturn and invest in skills for the recovery. It will be funded by the Government at a cost of \$600 million over 2 years.
2. The objectives of SPUR are:
  - (i) **Cut Costs and Save Jobs** - Help companies to manage excess manpower and reduce retrenchment;
  - (ii) **Reskill and Upskill** - Help local workers including those retrenched, upgrade skills and convert to new jobs; and
  - (iii) **Build Capabilities for Recovery** - Strengthen our manpower capabilities to better position our workforce for the upturn

## How will SPUR Help Employers and Workers?

3. SPUR leverages on the extensive national continuing education and training (CET) system to bring together a full range of skills upgrading programmes with enhanced financial support that companies and workers can tap on.
4. To help companies and workers, the number of training places at CET Centres will be doubled from 110,000 in FY08 to 220,000 in FY09. There are more than 60 pathways available for workers of all levels, from rank and file workers to Professionals, Managers, Executives and Technicians (PMETs), and this will further expand over the coming year. Training will cater to workers across different industries and skills levels, and will be highly modular to meet employers' and workers' needs.

## SPUR for Employers

5. SPUR will help employers to manage their manpower costs and save jobs with enhanced support for course fee subsidies and higher absentee payroll for their local workers sent for training at CET Centres. This will enable employers to better manage their excess manpower during the downturn and upgrade their workers and capabilities to strengthen business competitiveness when the economy recovers. Employers can benefit in the following ways:
  - a. **Higher Course Fee Support**  
Employers who send their employees to any CET Centre to attend WSQ/nationally certifiable courses will enjoy fee support of 90 per cent for courses at rank-and-file level, and 80 per cent for courses at PMET-level.

For all other courses at Approved Training Organisations, employers can continue to enjoy the Skills Development Fund support of up to 80% of course fees (capped at \$7/hour) for workers aged below 40, and up to 90% of course fees (capped at \$11/hour) for workers aged 40 and above.

**b. Higher Absentee Payroll**

Employers who send their employees to any CET Centre to attend WSQ/nationally certifiable courses will enjoy an increase in the absentee payroll cap of 50 per cent, to \$6/hour and \$6.80/hour for workers aged below 40 and those aged 40 and above with "A" level and below qualifications respectively.

For all other courses at Approved Training Organisations, employers can continue to enjoy absentee payroll capped at \$4/hour and \$4.50/hour for workers aged below 40 and those aged 40 and above with "A" level qualifications and below respectively.

These changes to the course fee subsidy and absentee payroll will take effect from **1 Dec 08**.

**c. More Skills Upgrading Pathways**

More training pathways for a wider range of industries and sectors are now available. Each pathway would help workers upgrade existing skills or attain new skill sets. Employers who were previously unable to send their workers for skills upgrading in a tight labour market can now utilise the downtime to upgrade the skills of their employees and their business capabilities.

**d. Industry Upgrading**. SPUR will also support customised industry-wide upgrading plans such as through NTUC's Customer Centric Initiative with SPRING, to encourage service companies to use this period to upgrade their service levels, by enhancing their workers' service skills through WSQ training.

## **SPUR for Workers**

6. SPUR for workers will help unemployed workers redeploy to new jobs and help in-employment workers to upgrade their skills. These measures will better prepare our workforce to seize new opportunities in the economic recovery and strengthen Singapore's competitive advantage. The key measures are:

**a. Higher Course Fee Support**

At the CET Centres, workers can enroll directly and enjoy the same highly subsidized funding rates as employers who send their workers for the same programme. Workers who attend WSQ/nationally certifiable courses at CET Centres will enjoy Government-funded support of 90 per cent for courses at rank-and-file workers, and 80 per cent for courses at PMET-level.

**b. Training Allowances**

To help unemployed lower-skilled Singaporeans upgrade their skills so that they can be placed into better jobs for the long term, they may be eligible for a training allowance as assessed by the career centres at the Community Development Councils (CDCs) and NTUC e2i.

**c. More Skills Upgrading Pathways.** Each worker will have a complete, individualised pathway from training to job placement, whether short redeployment courses, upgrading courses or longer conversion programmes.

**d. Job Search and Training Facilitation.** Workers can approach the career centres at the CDCs and NTUC's e2i for assistance on training and job search. .

## **Who can Employers and Workers Approach?**

7. MOM, WDA, SNEF, NTUC e2i and the CDCs will work in close partnership to reach out to employers and workers. Employers can contact SNEF while workers can approach the career centres at NTUC e2i and the CDCs, or the CET Centres directly, for more assistance with SPUR.

- **SPUR @ e2i** - Outreach to workers and unionised companies with a range of initiatives such as skills upgrading, career services, job redesign and facilitating industry-wide upgrading initiatives such as the Customer Centric Initiative (CCI).
- **SPUR @ SNEF** – Outreach to employers, support for development of HR capabilities to equip HR managers with skills relevant to manpower management in a downturn, HR advisory and consultancy services and support for training of workers in skills such as service skills.

## **Contact Information**

8. For more information, please go to: [www.wda.gov.sg](http://www.wda.gov.sg) or call 6883 5885

## **List of CET Centres** **(Last Updated: 26 Nov 2008)**

[This list will be regularly updated as WDA continually builds up training capacity and brings in new CET Centres in consultation with industry and employers.]

### **S/N    CET Centres**

1. 3dsense Media School
2. Air Transport Training College (ATTC)
3. Ascott Centre for Excellence (ACE)
4. At-Sunrice GlobalChef Academy
5. BCA Academy
6. Centre for Urban Greenery and Ecology (CUGE)
7. CG Protégé
8. DPS Engineering (S) Pte Ltd
9. Egg Story Digital Arts School (ESDA)
10. Electronics Industries Training Centre (ELITC)
11. Financial Training Institute@SMU (FTI@SMU)
12. Health Management International Ltd (HMI)
13. Institute for Adult Learning (IAL)
14. Institute of Process Industry
15. Institute of Systems Science (ISS), National University of Singapore
16. Institute of Technical Education (ITE)
17. International Compliance Association (ICA)
18. Kaplan Professional
19. Nanyang Polytechnic
20. Ngee Ann Polytechnic
21. NTUC LearningHub
22. NUS Risk Management Institute (NUS RMI)
23. Parkway College
24. Real Estate & Construction Centre (RECC)
25. Republic Polytechnic
26. Regional Training and Resource Centre Asia (RTRC Asia)
27. Security Industry Institute (SII)
28. Service Quality (SQ) Centre
29. Singapore College of Insurance (SCI)
30. Singapore Human Resource Institute (SHRI)
31. Singapore Institute of Manufacturing Technology (SIMTech)
32. Singapore Institute of Retail Studies (SIRS)
33. Singapore Media Academy (SMA)
34. Singapore National Employers Federation (SNEF)
35. Singapore Polytechnic
36. Singapore Spa Institute
37. SSA Consulting Group
38. Tourism Management Institute of Singapore (TMIS)
39. Training Vision
40. Tsao Foundation @ Hua Mei Training Academy
41. University of Nevada , Las Vegas (UNLV)
42. Wealth Management Institute (WMI)

## List of CET Centres By Sectors (Last Updated: 26 Nov 2008)

Sector / Area	CET Centres
<b>Generic Skills</b>	
Employability Skills (ES)	NTUC LearningHub
	SSA Consulting Group
	Kaplan Professional
	Training Vision
Certified Service Professional (CSP)	Institute of Technical Education (ITE)
	Republic Polytechnic
	Singapore Institute of Retail Studies (SIRS)
	Service Quality (SQ) Centre
	Tourism Management Institute of Singapore (TMIS)
	Singapore National Employers Federation (SNEF)
	Singapore Human Resource Institute (SHRI)
	NTUC LearningHub
Service Excellence	Service Quality (SQ) Centre
Training	Institute for Adult Learning (IAL)
Workplace Safety & Health (WSH)	Ngee Ann Polytechnic
	Singapore Polytechnic
	NTUC LearningHub
<b>Manufacturing</b>	
Aerospace	Air Transport Training College (ATTC)
Generic Manufacturing	NTUC LearningHub
	Electronics Industries Training Centre (ELITC)
	Institute of Process Industry
Precision Engineering	Institute of Technical Education (ITE)
	Nanyang Polytechnic
	Singapore Institute of Manufacturing Technology (SIMTech)
	Singapore Polytechnic
Pharmaceutical / Biologics	DPS Engineering (S) Pte Ltd
Engineering Services	Singapore Polytechnic
<b>Construction and Real Estate Management and Maintenance</b>	
Construction & REMMI	BCA Academy
	Real Estate & Construction Centre (RECC)
<b>Community Services</b>	
Senior Services	Tsao Foundation @ Hua Mei Training Academy
	Health Management International Ltd (HMI)
Early Childhood Education	Ngee Ann Polytechnic
	Regional Training and Resource Centre Asia (RTRC Asia)
Therapy Services	Health Management International Ltd (HMI)

Sector / Area	CET Centres
<b>Creative</b>	
Media & Communications	CG Protégé
	3dsense Media School
	Singapore Media Academy (SMA)
	Egg Story Digital Arts School (ESDA)
<b>Finance</b>	
Finance	Financial Training Institute@SMU (FTI@SMU)
	International Compliance Association (ICA)
	NUS Risk Management Institute (NUS RMI)
	Singapore College of Insurance (SCI)
	Wealth Management Institute (WMI)
<b>Healthcare</b>	
Allied Health - Physiotherapy	Nanyang Polytechnic
Allied Health - Occupational Therapy	Nanyang Polytechnic
Allied Health - Diagnostics Radiographer	Nanyang Polytechnic
Enrolled Nurses	Institute of Technical Education (ITE)
Healthcare Support	Health Management International Ltd (HMI)
Registered Nurses	Nanyang Polytechnic
	Parkway College
<b>Information &amp; Communications Technology (ICT)</b>	
Information & Communications Technology	Institute of Systems Science (ISS), National University of Singapore
<b>Business Services</b>	
Security	Security Industry Institute (SII)
Landscape	Centre for Urban Greenery and Ecology (CUGE)
<b>Retail</b>	
Retail	Singapore Institute of Retail Studies (SIRS)
<b>Food &amp; Beverage</b>	
Food & Beverage	At-Sunrice GlobalChef Academy
<b>Tourism</b>	
Attractions	Tourism Management Institute of Singapore (TMIS)
Hotel and Accommodations	Tourism Management Institute of Singapore (TMIS)
	University of Nevada Las Vegas (UNLV)
	Ascott Centre for Excellence (ACE)
Meetings, Incentives, Conventions, Events (MICE)	University of Nevada Las Vegas (UNLV)
Spa	Singapore Spa Institute
Tour & Travel	Tourism Management Institute of Singapore (TMIS)

## Skills Upgrading Programme Pathways for Rank & File Workers (Last Updated: 26 Nov 2008)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Community Services</b>				
1.	Therapy Services	Therapy Aide	WSQ Certificate in Therapy Services (CSS sector)  WSQ Certificate in Therapy Services (HS sector)	Health Management International Ltd (HMI)
2.	Therapy Services	Therapy Assistant	WSQ Higher Certificate in Therapy Services (CSS sector)  WSQ Higher Certificate in Therapy Services (HS sector)	Health Management International Ltd (HMI)
3.	Therapy Services	Senior Therapy Assistant	WSQ Advanced Certificate in Therapy Services (CSS Sector)  WSQ Advanced Certificate in Therapy Services (HS Sector)	Health Management International Ltd (HMI)
4.	Community Services	Healthcare Assistant	WSQ Higher Certificate in Community and Social Services (Senior Services)	Health Management International Ltd (HMI)
5.	Community Services	Health Attendant, Patient Care Assistant, Home Helper	WSQ Certificate in Community & Social Services (Senior Services)	Tsao Foundation @ Hua Mei Training Academy
6.	Community Services	Programme Assistant, Senior Home Helper, Social Work Assistant	WSQ Higher Certificate in Community & Social Services (Senior Services)	Tsao Foundation @ Hua Mei Training Academy
<b>Media &amp; Communications</b>				
7.	Media & Communications	Production Assistant	SOA in Media (Production Management)	Singapore Media Academy (SMA)
<b>Healthcare</b>				
8.	Healthcare	Healthcare Assistant	WSQ Higher Certificate in Healthcare Support (Nursing Care)  WSQ Higher Certificate in Healthcare Support (Administrative Support)  WSQ Higher Certificate in Healthcare Support (Operating Theatre Support)	Health Management International Ltd (HMI)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Landscape</b>				
9.	Landscape	Landscape Technician	WSQ Certificate in Landscape Operations	Centre for Urban Greenery & Ecology (CUGE)
<b>Manufacturing</b>				
10.	Generic Manufacturing	Technician in manufacturing, logistics, real estates maintenance and management, IRs and building services sectors	WSQ Certified Operations Specialist (COS)	NTUC LearningHub
11.	Process	Process Technician/ Operator	WSQ Certificate in Generic Manufacturing Skills (Process)	Institute of Process Industry
12.	Precision Engineering	Craftsman	PE WSQ Certificate in Precision Engineering (Manufacturing / Production)/ Statement of Attainment	Institute of Technical Education (ITE)
13.	Precision Engineering	Senior Craftsman	PE WSQ Higher Certificate in Precision Engineering (Manufacturing / Production)/ Statement of Attainment	Institute of Technical Education (ITE)
14.	Precision Engineering	Mechatronics System operator	WSQ Certified Mechatronic System Assistant Certificate	Institute of Technical Education (ITE)
<b>Construction</b>				
15.	Construction	Crane Operator	Certification of Successful Completion/Certificate in Building Construction Safety Supervision	BCA Academy
16.	Construction	Electrician	Certification of Successful Completion/Certificate in Building Construction Safety Supervision	BCA Academy
17.	Construction	Plumber	Certification of Successful Completion/Certificate in Building Construction Safety Supervision	BCA Academy
18.	Construction	Tiler	Certification of Successful Completion/Certificate in Building Construction Safety Supervision	BCA Academy
19.	Construction	Painter	Certification of Successful Completion/Certificate in Building Construction Safety Supervision	BCA Academy

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Real Estate Management and Maintenance</b>				
20.	Real Estate Management & Maintenance	Building Custodian	Building Custodian Skills Certificate	Real Estate & Construction Centre (RECC)
21.	Real Estate Management & Maintenance	Custodial Checker	Custodial Checking Skills Certificate	Real Estate & Construction Centre (RECC)
22.	Real Estate Management & Maintenance	Custodian Cadet	Custodian Cadet Skills Certificate	Real Estate & Construction Centre (RECC)
23.	Real Estate Management & Maintenance	Property Assistant	Foundation Certificate in Real Estate Management and Maintenance	Real Estate & Construction Centre (RECC)
<b>Retail</b>				
24.	Retail	Retail Assistant	WSQ Certificate in Retail Operations	Singapore Institute of Retail Studies (SIRS)
<b>Security</b>				
25.	Security	Security Officer	WSQ Certificate in Security Operations	Security Industry Institute (SII)
<b>Tourism</b>				
26.	Tourism – Hotel & Accommodation	Guest Service Agent, Guest Relations Assistant, Reservation Officer, Front Office Executive	WSQ Certificate in Hotel & Accommodation Services (Front Office/Guest Relations)	Tourism Management Institute of Singapore (TMIS)  Ascott Centre for Excellence (ACE)
27.	Tourism – Hotel & Accommodation	Housekeeping Attendant, Public Area Attendant	WSQ Certificate in Hotel & Accommodation Services (Housekeeping)  WSQ Modular Packs <i>targeting at specific occupations such as public area attendant etc</i>	Ascott Centre for Excellence (ACE)  Tourism Management Institute of Singapore (TMIS)
28.	Tourism – Hotel & Accommodation	Bellman, Doorman	WSQ Certificate in Hotel & Accommodations Services (Bell Services)	Ascott Centre for Excellence (ACE)
29.	Tourism – Tours & Travels	Tour or Travel Consultant/ Tourist Guide	WSQ Certificate in Tour and Travel Services (Travel Services or Tour Operations)  WSQ Starter Packs in Tourism – Tours & Travels  WSQ Tourist Guide Programme	Tourism Management Institute of Singapore (TMIS)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
30.	Tourism – Tours & Travels	International Patient Liaison Officer	WSQ Medical Tourism Programme  WSQ Certified Service Professional Programme	Tourism Management Institute of Singapore (TMIS)
31.	Tourism - Attractions	Tour Host, Visitor Relations Officer, Ticketing Officer	WSQ Certificate in Attractions  WSQ Dual Certificate in Tour & Travel Services and Attractions  WSQ Certified Service Professional Programme  WSQ Modular Packs in Tourism – Attractions	Tourism Management Institute of Singapore (TMIS)
32.	Tourism – Spa	Spa Therapist, Customer Service Consultant	WSQ Certificate in Spa Services	Singapore Spa Institute
33.	Tourism	Certified Service Professional	WSQ Certification	Institute of Technical Education (ITE)  NTUC LearningHub  Republic Polytechnic Service Quality (SQ) Centre  Tourism Management Institute of Singapore (TMIS)  Singapore Institute of Retail Studies (SIRS)  Singapore National Employers Federation (SNEF)  Singapore Human Resources Institute (SHRI)
<b>Food &amp; Beverage (F&amp;B)</b>				
34.	F&B Service	Server, Waiter, Service Crew	WSQ Certificate in F&B Service	At-Sunrice GlobalChef Academy

## Skills Upgrading Programme Pathways for PMETs (Last Updated: 26 Nov 2008)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Aerospace</b>				
1.	Aerospace	CAT A Certifying Technician	Specialist Diploma in Aircraft Maintenance and Engineering (SAME)	Air Transport Training College
<b>Community Services</b>				
2.	Community Services	Programme Coordinator / Executive, Case Manager	Advanced Certificate in Community and Social Services (Senior Service)	Tsao Foundation @ Hua Mei Training Academy
3.	Community Services	Training Manager, Centre Manager, Volunteer Manager / Coordinator, Programme Manager	Professional Diploma in Community and Social Services (Senior Service)	Tsao Foundation @ Hua Mei Training Academy
<b>Early Childhood Education</b>				
4.	Early Childhood	Pre-school Teacher, Pre-school Principal	Diploma in Early Childhood Care & Education - Teaching (DECCE-T)  WSQ Professional Diploma in Early Childhood Care & Education  WSQ Specialist Diploma in Early Childhood Care & Education	Ngee Ann Polytechnic  Regional Training and Resource Centre (RTRC Asia)
<b>Healthcare</b>				
5.	Healthcare	Registered Nurse	Diploma in Nursing	Parkway College
		Registered Nurse	Diploma in Nursing	Nanyang Polytechnic
6.	Healthcare	Physiotherapist	Diploma in Physiotherapy	Nanyang Polytechnic
7.	Healthcare	Occupational Therapist	Diploma in Occupational Therapy	Nanyang Polytechnic
8.	Healthcare	Diagnostic Radiographer	Diploma in Diagnostic Radiography	Nanyang Polytechnic
<b>Infocomm</b>				
9.	ICT	IT Project Manager	NICF SOAs	Institute of Systems Science (ISS), National University of Singapore
<b>Finance</b>				
10.	Finance	Settlements Officer	FICS Certification	Financial Training Institute@SMU (FTI@SMU)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
11.	Finance	Compliance Officer	FICS Certification	International Compliance Association (ICA)
12.	Finance	Risk Officer	FICS Certification	NUS Risk Management Institute (NUS RMI)
13.	Finance	Relationship Manager	FICS Certification	Singapore College of Insurance (SCI)
14.	Finance	Private Banker	FICS Certification	Wealth Management Institute (WMI)
<b>Media &amp; Communications</b>				
15.	Media & Communications	Animators, Modelers, VFX Artist	Advanced Certificate in Animation (Character Animation) Advanced Certificate in Animation (Digital Visual Effects) Advanced Certificate in Animation (3D Modeling and Texturing) Advanced Certificate in Animation (3D Modeling and Rigging) Advanced Certificate in Animation (Texturing and Lighting) Diploma in Animation (3D Modeling & Game Art) Diploma in Animation (Digital Visual Effects) Diploma in Animation (Character Animation) Diploma in Animation (3D Modeling) Diploma in Animation (Concept Art) Diploma in Animation (Character Animation) Diploma in Animation (Digital Visual Effects)	CG Protégé       3dsense Media School   Egg Story Digital Art Academy
16.	Media & Communications	Media Professional (TV/ Film/Radio/New Media)	Specialist Diploma in New Media	Singapore Media Academy (SMA)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Manufacturing</b>				
17.	Precision Engineering	Engineer, Researcher & Technician	PE WSQ Specialist Diploma in Precision Engineering	Singapore Institute of Manufacturing Technology (SIMTech)
18.	Precision Engineering	Design Engineer, Process Engineer, QA/ QC Engineer/ Mechanical Specialist	PE WSQ Diploma in Machinery and Systems	Singapore Polytechnic
19.	Precision Engineering	Die and Mold Tool makers, CAD/CAM Design Engineer	PE WSQ Diploma in Die and Mould Making	Nanyang Polytechnic
20.	Process - Chemicals	Process Technician / Supervisor	WSQ Certificate in Process Technology (Chemical Production)  WSQ Higher Certificate in Process Technology (Chemical Production)	Petrofac Training (Chemical Process Technology Centre (CPTC))
21.	Process - Pharmaceuticals	Validation Specialist	WSQ SOA and Certificate of Attendance endorsed by DPS/ Dublin Institute of Technology	DPS Engineering (S) Pte Ltd
22.	Process – Environmental Technology	Photovoltaic Specialist  Photovoltaic Technician	WSQ Advanced Certificate in Process Technology (Energy Management)  WSQ Certificate in Process Technology (Energy Management)	Singapore Polytechnic
23.	Process - Engineering Services	Instrumentation and Control Specialist	WSQ Advanced Certificate in Process Technology (Engineering Services)	Singapore Polytechnic
<b>Real Estate Management and Maintenance</b>				
24.	Real Estate Management and Maintenance	Property Officer	Certificate in Real Estate Management and Maintenance	Real Estate and Construction Centre (RECC)
<b>Retail</b>				
25.	Retail	Retail Supervisor  Retail Manager	WSQ Advanced Certificate in Retail Supervision  WSQ Diploma in Retail Management	Singapore Institute of Retail Studies (SIRS)
<b>Security</b>				
26.	Security	Security Supervisor  Security Manager	Advanced Certificate in Security Supervision  Diploma in Security Management	Security Industry Institute (SII)

No	Industry	Target Occupations	Certification or Qualification	Training Provider
<b>Tourism</b>				
27.	Tourism – Tour & Travels and Attractions	Senior Customer Service Executive, Senior Tour Supervisor  Tour Manager, Senior Tour Consultant  Operations Manager, Customer Service Manager	WSQ Advanced Certificate in Attractions  WSQ Advanced Certificate in Tour and Travel Services  WSQ Diploma in Tourism  WSQ Professional Development Course in Tourism – Tour & Travels and Attractions	Tourism Management Institute of Singapore (TMIS)
28.	Tourism – Hotel & Accommodation	Hotel Duty Manager, Front Desk Manager, Executive Housekeeper, Floor Supervisor, Guest Relations Manager	WSQ Diploma in Tourism (specializing in Hospitality)	University of Nevada, Las Vegas (UNLV)
29.	Tourism – MICE & Events	Exhibition Planner, Conference Producer, Event Manager, Sponsorship and Marketing Manager	WSQ Diploma in Tourism (Specializing in MICE & Events)  WSQ Professional Development Course in Tourism – MICE & Events	University of Nevada, Las Vegas (UNLV)
30.	Tourism – Spa	Senior Spa Therapist, Spa Manager, Operation Manager	WSQ Advanced Certificate in Spa Services  WSQ Diploma in Tourism	Singapore Spa Institute
<b>Food &amp; Beverage (F&amp;B)</b>				
31.	F&B – Culinary	Chef  Pastry Chef	WSQ Diploma in Culinary Arts  WSQ Advanced Certificate in Baking and Pastry  WSQ Professional Development Course in F&B – Culinary	At-Sunrice GlobalChef Academy
<b>Workplace Safety &amp; Health</b>				
32.	Workplace Safety & Health	Workplace Safety & Health Officer/Advisor	WSQ Specialist Diploma in Workplace Safety and Health	Singapore Polytechnic Ngee Ann Polytechnic NTUC LearningHub

## Contact Information

If you need more information and/or advice, please contact any of the following agencies:

Agency	Managing Excess Manpower & Retrenchment	SPUR
MOM/ WDA	Email: mom_lrd@mom.gov.sg Tel: 6438 5122	Email: wda_enquiry@wda.gov.sg Tel: 6883 5885
SNEF	Email: excessmanpower@snef.org.sg Tel: 6327 9297 (duty IR consultant)	Email: trg@snef.org.sg
NTUC	Email: ntucird@ntuc.org.sg Tel: 6213 8000	SPUR@e21 Employment and Employability Institute (e2i) 141 Redhill Road Block A #01-01 Singapore 158828 Tel: 6474 0606 Website: www.e2i.com.sg