

ENGAGED!

COLLABORATING FOR A BRIGHTER FUTURE

HIGHLIGHT

CAREER MENTORSHIP PROGRAMME (CMP)



CONVERSATION WITH | THE CMP JOURNEY



A DAY IN THE LIFE OF





THANK YOU!

Dear colleagues,

The construction industry is fast, exciting, challenging... and 100% people-centric. Our most valuable asset is our people. Hence, we radically rethink our responsibility to our people and how we can create a culture of continuous learning and development.

The Career Mentorship Program (CMP) for Engineers was our first step. Launched in 2016, the Program is a collaborative effort between the HR division and Building Construction Division, with the support and guidance of our HR consultant, Seok Hian. Seok Hian has been instrumental in creating the framework and driving this program. Mentoring programmes play a crucial role in developing talent. Leveraging the knowledge of the mentors help the young employees learn through real life experiences of their seniors. At the same time, it also develops the mentors as leaders.

Talent needs to be nurtured. We understand it may take another person to recognize that an individual can think beyond their job, can think bigger, and has the

potential to make a bigger impact. And at Teambuild, this is our responsibility to our people, to recognize and nurture talent. We want to be an organization of opportunities for our people and for them to be successful.

With the successful implementation of the CMP for Engineers, we will continue to drive talent and leadership development in Teambuild, expanding the Career Mentorship Program to other divisions. At the same time, it is also about leadership in ideas, in actions. Innovation is especially vital in today's competitive landscape. Hence continuous learning is an essential strategy for us as it encourages creativity and innovation. This will always be a work in progress. If you have any ideas relating to innovation or process improvement, do write to Johnny or myself.

Let us continue to grow Teambuild together. Let us reinvent ourselves and create new possibilities for the future.

Last but not least, thank you Jane, Poh Tuck, Hong and Seok Hian for being the driving force behind the CMP!

各位同事：

建筑行业是快速，带劲，具有挑战性的.....并且100%以人为本。我们最宝贵的资产是我们的团队。因此，我们从根本上重新思考我们对团队的责任，以及我们如何创造持续学习和发展的企业文化。

工程师职业指导计划（CMP）是我们的第一步。该计划于2016年启动，是人力资源部门与建筑施工部门之间的协作。我们的人力资源顾问，Seok Hian，也给予重要的支持和指导。除了帮助这个计划创建框架，Seok Hian也是这个计划的推动力。指导计划在培养人才方面发挥着至关重要的作用。充分利用导师的知识，帮助年轻员工学习。同时，它还培养导师为领导者。

人才需要培养。我们认识到，可能需要另一个人来告诉你，你是可以超越自己的工作领域，并有可能在工作上有更大的影响力。在联宇，这是我

们对我们团队的责任，要认识和培养人才。我们希望成为一个能给予我们团队机会并且帮助他们成功的集团。

随着工程师职业指导计划的成功实施，我们将继续推动联宇的人才培养方案和计划，将职业指导计划扩大到其它部门。同时，这也是关于思想和行动的领导力。创新在当今竞争格局中尤为重要。因此，持续学习对我们来说是一项重要策略，因为它鼓励和激励我们创新。这将是一项持续进行的工作。如果您对创新技术或流程改进有任何构想，请发电邮给我或Johnny。

让我们一起继续发展联宇。让我们重塑自己并为未来创造新的可能性。

最后，再次感谢我们工程师职业指导计划背后的推动力- Jane, Poh Tuck, Hong和Seok Hian!



Mr Seow with the CMP mentees

CONVERSATION WITH

CMP MENTEES



EE WING LUN

Dawson C3



LINUS SHI LIN YAN

Punggol North C5



TEOH LAI XING

Project C



HUANG SHU ZONG

Woodleigh Residences

Conversation With is an informal Q&A session with colleagues from various divisions.

In this issue, we sat down and talked to the pioneer batch of mentees from our Career Mentorship Programme (CMP), who gave some insight about their experiences and first-hand recounts on the initiative.

The CMP Business Journey, a new segment of our Career Mentorship Programme (CMP), was recently launched in April for the mentees who are progressing to Phase 2 of the Programme. As the pioneer batch of our CMP, share with us your thoughts about this programme.

Lai Xiang (LX): Phase 1 of the programme was well-paced and balanced. We were given an overview of the different construction phases to prepare us as young engineers. In addition, we were also given courses on soft skills to assist us in tackling tough situations that might arise on site.

Wing Lun (WL): I have learned a lot, but the most significant learnings would be from the soft skill workshops conducted by Aspen, which have helped to build my self-awareness and confidence. Besides that, the site visits also gave me an idea about how projects can differ from one another.

Shu Zong (SZ): One of the most useful part of this programme is site visits. The opportunity of going for site visits has definitely widen my horizons, and I have learned to look at how others handle similar problems with different or even better approaches.

Linus (L): CMP has provided me with many opportunities for learning in various aspects and I find all to be very useful. The technical lessons conducted by the seniors and the site visits enhanced my technical skills and allowed me to be familiarised with the nature of the work as a beginner.

The soft skills workshop taught me to be more effective in dealing with difficult situations. My mentor has been helping me unselfishly and he will always answer my questions while on the job, explaining to me patiently. Overall, the CMP has benefited me and my career immensely.

Tell us some of the challenges you have come across at work and how this Mentorship Programme have helped you to overcome them.

LX: Communication was a challenge that I faced due to the various groups of people whom I had to interact with. From consultants to sub-contractors, and authorities to residents, different groups of people require different approaches, and the soft skills gained from this programme has definitely helped me in dealing with them accordingly.

WL: Due to the nature of the construction industry, there is often a need to interact with other sub-contractors. By applying the communication and conflict resolution skills gained from this program, I was able to resolve arguments with minimal effort. Additionally, I also understood the importance of planning and scheduling, which made it easier to work on the overall process flow.

SZ: Communication issues aside, I was often overwhelmed by the workload – as a block-in-charge, the responsibility fell upon me to look after various trades of work that I had very little knowledge of. Under my mentor's

guidance, I was able to pick up which are the areas to look out for in each trade, and that certainly helped to save time and improve my focus.

Imagine yourself switching roles with your mentor. You are the mentor now and your mentor is your mentee. What would you share with him?

LX: The challenges that I have faced previously, and the accompanying problem-solving process! I think it would be good to encourage young engineers to think out-of-the-box when faced with difficulties on the job.

WL: For me, I would share my personal working experience and real-life stories with him, so as to inspire and ignite the passion for working in the construction industry.

SZ: My working experience in the field so far, and the additional encouragement for him to suggest solutions to a problem at hand as well. After all, more brains are always better than one alone!

L: Nothing much, he knew everything!

Do you feel more confident about your career path with your

participation in this programme? Where do you see yourself in the next 5 years?

LX: Yes I do. Knowing that the company is putting in resources to groom young engineers motivates us to work harder and smarter with the knowledge that our efforts will be appreciated. I hope to see myself in a managerial role and be equipped with the necessary skills to lead a project in the future.

WL: I see myself being able to inspire more of the younger generation to join the construction field, while practising what it means to be a leader in both career and life.

SZ: Definitely. With all the soft skills and hard skills gained, I am able to overcome some of my weaknesses which in turn helped me to achieve a better working performance.

I see myself continuing to improve with the help of my mentor and the programme as I take on new challenges. Ultimately, I would like to assume more management responsibilities, and be involved in crucial planning.

Any words of wisdom for your fellow





juniors in the Programme?

LX: The construction industry is not an easy industry to be in. Pace yourself really well to avoid burnouts. Work hard and play hard.

WL: “There is nothing to get, not there’s nothing to get. Always coming from nothing, then I can become everything” – be ready and willing to sacrifice what you know in exchange for a brand-new learning experience in a foreign field.

SZ: I know the frustration of being bullied for your lack of experience. Take every learning opportunity that is presented in front of you and sooner or

later you will be at the upper hand.

L: Time management is important.

Tell us something no one knows about you.

LX: I am quite an adrenaline junkie.

WL: I am an athlete who loves running and cycling. I love travelling as well!

SZ: I really love Wushu (Chinese martial arts). During my school days, I managed to clinch runner-up in a group event for a national competition :) It was a tough fight against others, but we fought hard, and clinched a

decent achievement for ourselves and the school!

L: I once weighed over 100kg.



“ A fresh graduate out of NTU’s engineering course, I joined Teambuild back in 2009, and has never looked back since. The nine-year journey has been a great experience thus far, from the building up of my technical knowledge to being exposed to the real construction life. Over the years, I have picked up useful skills from the senior colleagues and industry experts, which made up a huge part of my experience in project management.

Beside engineering work, I was also given the chance to start as a project-in-charge in 2011, where I slowly developed my project management capabilities. From there, expanding my skill set as a project manager became my focus, and I had to strike a balance between that and my engineering responsibilities. Becoming a CMP mentor was an opportunity to share my experiences and give guidance to the junior engineers. The path ahead is not an easy one, but the passion to become a better project manager is what keeps me going.”

- Darren Ng, Project Manager & CMP mentor

A DAY IN THE LIFE OF WAN YU
—
TALENT MANAGEMENT PERSONNEL



Have you ever wondered about the daily job routines of other roles, or the happenings at a project site? A Day in the Life of is about sharing the different roles that come together to make up Teambuild Group.

“Nothing is ever as it seems” is a common phrase heard in everyday life, but there’s no denying the truth and relevance that goes into the statement.

The workforce, naturally, is one such area where it comes into play. It’s always easier to observe on the sidelines and maintain that other roles require lesser effort, with preconceived mindsets and first impressions helping to shape a misguided notion of what a job entails – the sector of talent management and HR being no exception.

“Talent management isn’t just about hiring people,” Talent Management personnel Boo Wan Yu expresses, “It also involves developing, rewarding and retaining talents in the company and ensuring that the people are happy working here.

Most importantly, however, is that we aim to hire the best fit, not the best resume, which naturally takes time.”

While relatively new to the company,

Wan Yu’s 10-years-or-so experience in the HR field from her previous positions has armed her well with the skill set to pick out applicants who fit the bill.

The two most important qualities, according to her, would be passion and the willingness to learn, especially since the construction sector is largely powered by zeal.

From sifting out piles of CV submissions to arranging interview sessions for promising candidates,

the entire recruitment process easily spans beyond 2 months, prolonging the added toll of work for herself and the team. During periods of urgency, things can get extremely hectic as well, and that’s when support from team members is important to get things done.

Fortunately, everyone works together efficiently to get work done. Wan Yu credited her smooth integration into Teambuild to her team members, who have been described to be “helpful”, “warm”, and “friendly”.



HR Team Meeting



It's only fitting that she contributed efforts of her own shortly after coming into the company. Through a more effective and organised method of profiling, the team now has an easier time keeping records and filing away information, allowing for a neater, more efficient system.

The end result sits nicely on her office desk – thick ring files line the edge of her cubicle divider and the side shelf, each thoughtfully arranged and labelled accordingly.

Apart from bringing in talents, the Human Resources department plays a part in grooming them too. There are two ways to go about this – either through internship openings, or the Career Mentorship Programme (CMP).

Naturally, both initiatives are a team effort, with selected roles naturally assigned to all members. Stepping into the shoes of a middleman, Wan Yu's main role is to liaise with potential mentees and the core team members, serving as the primary communication channel for involved parties. The adaptation of learning materials and course syllabus, though? Not so much. With the bubbly individual's

responsibilities more geared towards behind-the-scenes work, reaching out to educational institutions, such as NTU, NUS, and BCA, is all part and parcel of the job. Finding the right talents would take up some time, but once the available openings are filled up, their enriching journey starts.

While fundamentally similar in concept, the main difference between the CMP and the usual internship programme lies in the intended audience. Where the former is specifically catered to engineers, who will be tagged to a mentor and cover both technical and non-technical areas, the latter is a more general arrangement that deploys individuals to different departments, allowing interns to work hands-on in a professional environment.

As per most companies, internships can open the door to full-time employment – provided that the hires show a glimmer of potential, with great aptitude, a positive attitude, and keen personality in tow.

Letting out a smile at this point, Wan Yu points out that it's always heartening to hear news of a full-time convert.

Alternatively, promising graduates from local universities can also be offered scholarships, which would grant them full-time employment after the completion of their studies.

But there's little point to nurturing talent if no effort is placed into the constant upgrading of the existing skill pool. Together with the rest of the team, Wan Yu helps to engage external consultants and organise regular seminars and soft skills training for current employees.

The response, she notes, has been surprisingly positive – despite the



voluntary nature of these sessions, the sign-up numbers have been increasing beyond expectations. Where future plans are concerned, she says that the team is lining up more workshops, so everyone can have the opportunity to pick up new skills.

In light of the success, she would like to express the team's gratitude to their colleagues for helping to cover one another's duties during the training period, without which the whole thing "would not be possible".

Hiring talents: done. Nurturing potential parties: done. The last step of the cycle is perhaps the most difficult of them all to handle – retention of employees.

Relating her past working experience in other companies, Wan Yu shares that the turnover rate in Teambuild Group seems to be below the average mark,

and the team will definitely be keeping up with that performance.

It's inevitable that individuals would want to leave the company, and the Human Resources department has adopted an umbrella approach to reduce the chances of that happening by reviewing the remuneration strategy, welfare, and benefits.

Without the narrowing down of points, however, it can be rather difficult to introduce changes. This is where the Employee Satisfaction Survey and exit interview come into play – through gathering feedback from these sources, the team will be able to glean a better understanding of employee needs and reasons for leaving, after which necessary action will be taken.

As a whole, the entire process takes up lots of time, and frankly, sounds quite exhausting over extended time frames.

Alas, the work of a Talent Management personnel never ends. A ping from Wan Yu's phone goes off in the silent premises of the meeting room, reminding her of the schedule for the day. She takes a quick glimpse, and quickly catalogues it in her mind.

With that, the session draws to a close. A brief period of reflection yields a change in initial impressions of the HR department – more than just hiring process, the team needs to function like a well-oiled machine; it's less of an individual effort, but more of a collaborative initiative between them and the HODs.

Teamwork is key, indeed – but let's not forget the fundamentals of what it's built upon: a specialised set of individual HR skills.



It's a good HR practice to have a pre-interview discussion with the hiring manager.



CAREER MENTORSHIP PROGRAMME



Having evolved over the past three years, the Career Mentorship Programme (CMP) remains one of Teambuild's greatest pride. Designed to equip promising engineers with useful skills in both technical and non-technical areas, the initiative has been greatly received by mentees. This year marks the first-ever induction of a new segment titled "CMP Business Journey", which was launched in April for those progressing to Phase 2 of the programme. It's a significant milestone for the team, so let's take a look at how the CMP has grown since its inception!

YEAR 1

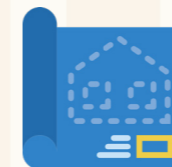


16 CLASSROOM LESSONS

SOFT SKILLS + TECHNICAL SKILLS



OVERVIEW AND INTRODUCTION OF CONSTRUCTION PROCESSES



VISUAL REFERENCE OF SITE ON HOW THINGS ARE DONE



YEAR 2

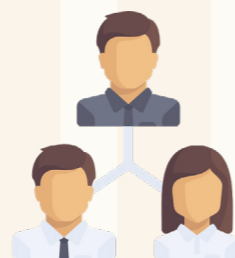
ICPH SITE VISIT
PPVC SITE VISITS
JB PPVC FACTORY VISIT

YEAR 3 (2018)



BUSINESS JOURNEY SHARING SESSIONS

- 17 Apr: CEU (1.5hrs)
- 15 May: CSU P&T and Contracts (3hrs)
- 25 Jun: CSU EHS and HR (3hrs)
- 17 Jul: Finance and SSS (3hrs)
- 21 Aug: Logistics and Admin (3hrs)



MENTORSHIP

MENTEE ASSIGNED A MENTOR TO PROVIDE GUIDANCE AND SUPPORT

ONE-TO-ONE COACHING



BATCH 1 AND 2 MENTEES ON CAREER + LEARNING GOALS



BUSINESS JOURNEY

First conducted on 17 April by Hong, CEU, the Business Journey sharing sessions are meant to give mentees a "sneak peek" of how a business is run in this industry. Through highlighting the business and strategic perspective of each department, they will gain an overview of the higher-level viewpoint, allowing for a better understanding of team dynamics on the business side of things.



SOFT SKILLS TRAINING – LEARNING ACADEMY

(new CMP mentees, those who missed out on last year's training, and repeated attendees are all welcome)

- 25 Jul: Basic Negotiation
- 24 Aug: Effective Decision Making
- 19 Sep: Managing Difficult Personalities
- 17 Oct: Teambuilding - trust, open communication and commitment



BUSINESS JOURNEY SHARING SESSIONS PHOTO GALLERY

PLANNING & TECHNICAL



10Q IN 60S

10 Questions in 60 Seconds is a fun Q&A with colleagues.

DARREN NG (PROJECT MANAGER & CMP MENTOR)

1

How long have you been with us?

9 years! I joined Teambuild in June 2009, right after graduation.

2

Most memorable assignment?

When I was assigned as the Project in-charge of our Woodlands HDB project in 2011. That was my second project in Teambuild and I was still an engineer; it was a challenge for me as I did not have much project management experience then.

3

When do you have the most fun at work?

During those informal chit-chat sessions that I have with my team after the official meetings (laughs).

4

One thing on the bucket list?

To travel to Antarctica.

5

Coffee, tea, or...?

Coffee.

6

What do you do for fun?

Running.

7

One thing you can't live without?

Coffee..but, on a serious note, my family.



8

Motto or personal mantra?

Can I say I don't have one? (laughs)

9

An unknown fact about yourself?

I'm a dog-lover! I have 3 dogs; Happy, Waffles and Jan! They were strays I found at construction sites.

10

Describe yourself in one word?

Flexible.



JULY

HR & Sharing Events



Promotion and increment exercise (mid-Jul)

Staff Workshops



Basic Negotiation (25 Jul*)

AUGUST

HR & Sharing Events



Seow Kong Cheong fund result (1st week)

Roadshow for salary benchmarking (1st-2nd week)

Staff Workshops



Effective Decision Making (24 Aug*)

HR & Sharing Events



New Staff induction (28 Sep)

Staff Workshops



Manage Difficult Personalities (19 Sep*)

CSR Activities



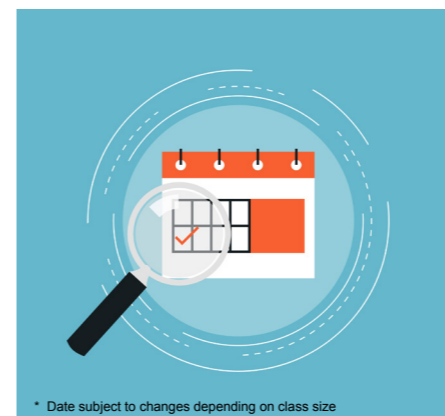
Last session for Meals on Wheels 2018

Recreational Activities



Bowling

SEPTEMBER



* Date subject to changes depending on class size



PRAWNING DAY

24 June marked another enjoyable experience in the form of prawning. For three hours, those in attendance were armed with fishing rods in tow, as they basked in the dear company of their loved ones and tried to catch as many prawns as possible. Alas, what mattered most at the end of the day was not the quantity of the loot, but those precious hours of bonding time and the smiles, joy, and memories captured. Here's to more SRC events in the near future!





AWARDS CORNER

Teambuild has always worked towards excellence, and the result is often very rewarding. This year, we managed to reach yet another key milestone by achieving the highest number of WSH Awards (11 of them), with all of our projects winning an award each!

Thank you everyone for your hard work!. Let's continue to uphold the "Teambuild spirit", and strive for an even better showing the next time round. Keep up the good work, everyone!



WSH SHARP AWARD

- 1) Executive Condominium The Brownstone
- 2) Building Works at Bukit Batok N4C16
- 3) Building Works at Yishun N4C22
- 4) Building Works at Dawson C3
- 5) Integrated Construction and Prefabrication Hub 4
- 6) HIP D&B G18D
- 7) HIP D&B G20E
- 8) HIP D&B G22E



WSH PERFORMANCE AWARD (SILVER)

- 1) Teambuild Engineering & Construction Pte Ltd (TBEC)
- 2) Asiabuild Construction Pte Ltd (ABC)



WSH SUPERVISOR AWARD



TBEC- Hannan (WSHC from Dawson C3)



ANNOUNCEMENTS

The third round of application for the Teambuild-Seow Kong Cheong Employees Education Fund is now closed. Following that, we're pleased to announce the two successful applicants from the January 2018 round of application – Gan Boon Siong from Building Construction Unit and Vincent Soh from Construction Productivity and Quality Unit. Congratulations, and we look forward for more to come!

CONGRATULATIONS!



GAN BOON SIONG

BUILDING CONSTRUCTION UNIT



VINCENT SOH

CONSTRUCTION PRODUCTIVITY AND QUALITY UNIT

CREDITS

We would also like to thank the following individuals for their contributions to this issue of ENGAGED!:

- Boo Wan Yu
- Darren Ng
- Edwin Ong
- Ee Wing Lun
- Gan Boon Siong
- Huang Shu Zong
- Linus Shi
- Teoh Lai Xing
- Vincent Soh

STORIES / IDEAS

We would love to hear from you!

If you have any feedback on how we can improve future issues, please write to engaged@teambuild.com.sg. ENGAGED! would be more engaging if it is for the Teambuild community by the Teambuild community.



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