

# ENGAGED!

COLLABORATING FOR A BRIGHTER FUTURE



## HIGHLIGHT

STRATEGIC  
PLANNING  
LEADERSHIP  
RETREAT 2018

CONVERSATION WITH | ENGINEERS + MANAGERS: UNITE!

A DAY IN THE LIFE OF





**ONE  
TEAM!**

Dear Colleagues,

As we arrive at the last quarter of this year, the Management Team would like to thank each and every one of you. Your commitment and dedication have been integral to Teambuild's progress and success.

This was illustrated in our recent tender results, which was a great achievement especially against the backdrop of an industry environment that has been incredibly challenging. This achievement is a recognition of the hard work of our team. With five new upcoming projects – PNC5, Yishun N3C26, The Woodleigh Residences, Senja Nursing Home and One Draycott – teamwork, collaboration, communication and accountability will play a major role to ensure their success.

We had also held our annual Leadership Retreat on 29th and 30th August. And following that, a 2-day planning session for 2019 was conducted on 11th & 12th October. As the leadership team can be pulled in numerous, oftentimes conflicting directions, it is crucial that everyone is aligned in order for the entire organization to remain focused, competitive and agile. The retreat and planning sessions offered opportunities for the team to recalibrate and realign. Achieving real alignment, where strategy, goals, and meaningful

purpose reinforce one another, will give us a major advantage. We will have a clearer sense of what to do at any given time, and we can trust our people to move in the right direction.

During the retreat, our facilitator also did a mini exercise where teams were asked to share whom they think exemplify our core values. I had a lunch session with these colleagues and learned a lot during this sharing session. I am looking forward to having more lunch sessions and conversations with colleagues from various divisions.

The spirit of Teambuild is a function of its collective commitment to success. There is still plenty to be achieved and I see next year lined up with many successes and great achievements.

Let us look forward to a bright future together!

And, last but not least, congratulations to the teams for clinching the HDB Construction Safety Awards for West Terra, The Verandah @ Matilda and HIP D&B G18C as well as the HDB Housekeeping & Vector Control Award for Yishun N4C22!

各位同事：

转眼间，我们已携手来到2018年的最后一个季度，我在这里代表管理团队感谢大家的努力和贡献，你们的付出是联宇取得进步和成功所不可缺少的一部分。

在一个异常严峻的行业竞争环境下，公司依然取得了优异的投标成绩，截至今日我们已经取得了五个项目的主承包合约，分别是PNC5, Yishun N3C26, The Woodleigh Residences, Senja Nursing Home和One Draycott，这个耀眼成绩的背后离不开的是集团上下员工的分工协作，团队沟通和所有精力的投入。

我们在8月29日和30日举办了年度领导层会议而在10月11日和12日进行了为期两天的2019年计划会议，这两个会议提供了领导团队重新认识彼此的机会，也通过协调沟通制定出以保持整个团队的专注力，竞争力和敏锐洞察力的发展策略。这将成为我们集团的一个优势，因为我们能更清楚地了解在任何特定时间该做什么，也可以确认我们团队正朝着正确的方向前进。

会议期间，在主持人的要求下，领导团队指出了那些可以体现出公司核心价值观的同事，我与他们进行了深入的交流并共进了午餐，这让我受益匪浅。期待在今后有更多的这样的机会与各个部门/职位的同事交流学习。

团结致力于成功是联宇的精神。接下来，我们还有很多工作要做，还有很多困难要去克服，但我相信明年我们将“建设”更多的成功和希望！

期待与你们一起展望未来，攀登新的高峰！再次感谢大家！

最后，让我们恭喜West Terra, The Verandah @ Matilda 和 HIP D&B G18C团队夺获HDB Construction Safety Award和Yishun N4C22的团队夺获HDB Housekeeping & Vector Control Award，我们为他们的自豪。



# CONVERSATION WITH

## PROJECT MANAGERS + ENGINEERS



**KWOK HENG LEONG**

**SENIOR PROJECT MANAGER**

(SENJA NURSING HOME)



**BEH LOONG FATT**

**ASSIST. PROJECT MANAGER**

(NORTHSHORE EDGE, PNC5)



**TAN WEE KIAT**

**PROJECT MANAGER**

(NORTHSHORE EDGE, PNC5)



**TAN CHEE WEI**

**SENIOR PROJECT ENGINEER**

(YISHUN GLEN, N3C26)

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

In this issue, we caught up with the project managers and engineers of our new upcoming projects, as they share their experiences on past works, alongside their goals for future opportunities. Assigned to work on different projects, the quartet is brought together by three essential cornerstones that shape their respective roles: collaboration, teamwork, and planning.

**2018 was a challenging year for the construction industry. However, it is exciting to learn that we will have four projects that will be commencing work soon. Share with us some of your expectations for these four new projects.**

Tan Chee Wei (CW): Teambuild has grown rapidly over the past few years, investing in various affiliates (IPS, IAPL, Team Alliance, IMAX, etc) along the way. With their increased involvement in our new projects, we have been working more closely together to build rapport and support each other, so

hopefully this culture of collaboration and teamwork can translate to future projects as well.

Beh Loong Fatt (LF): As I will be supporting my colleague on the development of PNC5, a public housing project housed in Punggol, I wish to work together with the on-site team to deliver the project timely with good quality without compromising safety, all while picking up different working and planning skills.

Tan Wee Kiat (WK): As the Project Manager for PNC5, I look to improve

on our knowledge and skillset as we progress through the projects at hand and achieve more milestones in due time. Where the other three new projects are concerned, I hope for significant progress and the chance to share with and learn from other teams in full capacity as the company's asset.

Kwok Heng Leong (HL): Between the clearance of materials and architectural work details by MOHH and the signing off of vendors, the initial stage was rather time-consuming. As such, I would want to meet the expectations of MOHH and ensure the completed

project is of high quality, with minimal works required during DLP by means of smooth coordination and execution from our weekly technical and project site meetings with our consultant and Surbana Jurong.

**Moving from conventional construction to PPVC, there was certainly a learning curve. What were some of the key learning points gleaned from the previous projects?**

CW: With the construction market focusing on innovative and productive build methodology, almost every new project has its own unique methodology that comes with new challenges. Similar to our current practice, I believe early involvement of experienced and committed individuals or teams in technical and execution planning are essential, so that project risks are well mitigated.

LF: As Punggol West 37 is Teambuild's first HDB project with basement construction, we faced many great challenges during the process. Much effort was put into the initial planning stages of design, construction method, site execution, delivery, and finally installation and completion, but the most difficult part of this project proved to be the construction approach for basement construction.

The team eventually adopted the GMP (Grout Mixed Pile) approach that resulted in a 207% improvement in productivity, and worked together with HDB (BRI) to maximise the benefits of it. From that, we acknowledge that well planning and coordination are the key fundamentals to make a project successful.

WK: Project A (West Terra @ Bukit Batok) is the first generation of larger scale PVC implemented in public housing development, which has been developed into a more complex system for Project B and C, where the PVC is finished off-site. As such, we had a challenging time with the PVC and PBU system, alongside the BIM process, because it was our first time. With every stage being critical to the overall progression over a tight time frame of 32 weeks, the team worked very hard on the project, and learned that good planning and coordination serve as the fundamentals to success.

HL: In comparison to conventional construction, PPVC is more of a challenge, though more productive, requiring lesser manpower and producing lesser loud noises.

For Senja Nursing Home, the construction method used is steel PPVC, which is a first for Teambuild. Even though I had prior experience

with the Brownstone project, there is still a learning curve as steel PPVC is different from concrete PPVC.

**What would you hope to achieve in the upcoming projects and what would you see as the most important ingredient for us to have in order to continue on our trajectory of growth?**

CW: In my opinion, TBEC already has a mature team with a comprehensive system. Judging from the awards we have received, we are also very competitive in terms of technical know-how and construction quality. With the possibility of larger-scale projects and better leverage from TB affiliates, I have confidence that we can grow continuously, while operating on positive momentum to achieve a higher PQM reputation in the market.

LF: People. As a first-timer to the PPVC craft, the guiding help dispensed by the consultants from HDB (BRI) has been extremely useful and very much appreciated.

WK: PNC5 is a completely new challenge to me, so my team and I have to adopt to the technical concept and try to apply what we have learnt from previous projects. I hope that we can be more proficient in managing different PPVC construction methods after this stint. Thus, the most





important ingredient would be the people, from workers to managers, as everyone on site needs to adapt to the fast-changing technological environment in this industry quickly.

HL: We target to achieve maximum workmanship and quality.

**On a personal note, what are the biggest influences in your life and why?**

CW: Support and encouragement from my family members serve as great motivation for me to stay focused and

move forward in my career.

LF: My family, superiors, friends and colleagues are the biggest influences in my life as they coach and share their life and work experiences with me.

WK: My family, friends and colleagues play an important role in my life. I am thankful for all of their positive influence.

HL: My personal view is that life is challenging. From the evolution of human behaviour over the years to learning about construction

technology, the world is changing every day, and that makes life interesting.

**What do you enjoy doing most outside of work?**

CW: Spending quality time with my family and friends, and enjoying the peaceful moments in my hometown.

WK: Travelling!

LF: Spending time with my family.

HL: I seek to take care of my routine health and relax before the next day.



**A DAY IN THE LIFE OF HARMEET PAL — BIM COORDINATOR**



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.

The industry has come a long way since its days of linear construction. With the advent of sophisticated technology comes new construction methods, and this means increased opportunities to further explore the field for improvements.

The sector has certainly enjoyed the benefits of technology. Higher efficiency rates, enhanced productivity, and less manpower-intensive work have sprung up as a result, but one can easily agree that construction still remains a difficult line to work in.

For one Harmeet Pal, finding a sense of purpose and sticking to it is what keeps him going. A former-consultant-turned-builder, he shares about the joys of his job, as well as the sense of immense gratification upon the completion of a project.

“The most rewarding part about my job – and it’s going to be a bit of a cliché saying this – is giving a home to citizens and people, and that’s what I strive to do,” the

BIM Coordinator expresses. “That’s the reason why I decided to transfer from a consultant life to the main contractor life.”

Cliché it may be, but it makes for an excellent callback to the roots of construction, which is to build with purpose. It’s a good thing, too, that Harmeet’s past experience is able to complement his current job scope to provide the essential skills of both conceptualisation and execution.

He explains, “The idea that goes into

days of construction is different. Working for an architect is more about the concept, (while) working with a builder focuses on the actual building process. With both, you’ll be able to visualise even better how the building is going to be built, and to see the actual models become reality – that’s something I find fascinating.”

On a regular day, his task involves taking a look at building information models and doing all the coordination between the structure, archi, and M&E models.



Team Meeting



Harmeet with Basu, Planning & Technical Manager

On-site, that translates to generating shop drawings and 4D simulation sketches, before all of these are put together in Harmeet's capability. With collaboration making up a huge part of his job scope, he admits that coordinating efforts is often the most difficult of all his responsibilities. Apart from the coordination between the consultant and structure engineers – the latter of whom also has to get the M&E models correct – there is the dreaded task of chasing involved parties to send over the finalised details, such that all models can be coordinated before construction starts.

It gives some room for correction and extra time as well. In the case where a clash between the models is spotted, the team will be able to act on it and come up with solutions faster without slowing down the entire process.

Indeed, the need for punctuality is of utmost importance in the construction line. Projects must be completed on time, and a workflow of heightened efficiency would greatly help matters. While working on Valley Spring (N4C22) Harmeet demonstrated his out-of-the-box thinking by means of a QR code tracking method that has introduced a

more integrated, efficient ecosystem. Borrowing elements from the barcode tracking concept found in delivery services like FedEx and DHL, it involves the implementation of a QR code at every stage of the PPVC work, so that the team is able to track the modules from delivery to hoisting.

The technology is hardly new in the market, but it is this sense of innovation and daring exploration that makes Harmeet's approach impressive and refreshing. He remains humble, however, stating that he has learned a lot while on the job, especially when it comes to the PPVC process.

“This experience has basically given me a lot of knowledge when it comes to working with PPVC and construction methods, alongside the site engineers, and even the PMs,” he elaborates. “I've gained a lot of experience and understanding regarding the best way to execute a PPVC construction project.”

Valley Spring, in particular, is certainly worth noting. Moving beyond the conventional construction method sees it taking on the extremely high-end Virtual Design and Construction

(VDC) approach. What it entails is a sophisticated virtual mock-up that works like a functional unit, in which one can physically walk through the space – drawn to scale, no less – to get an exact picture of its appearance and dimensions, while pulling off everyday acts like switching on the lights and opening doors. With a complete layout mapped out, the amount of time, money, and manpower will be greatly reduced; where the traditional timber mock-up would require lots of people working on it, this one only needs a single BIM Modeller, who is usually given a month to build all the units.

As with all construction projects, teamwork makes the dream work. Harmeet describes the working dynamics to be that of a “symbiotic relationship”, where he keeps his team members involved, and vice-versa.

Since BIM is a relatively new specialisation in the local construction industry, there are ongoing efforts to rope in talent and interest, courtesy of the BCA Academy. Contrary to the common misconception of BIM Coordinators being associated with foreigners, Harmeet expresses that an increasing number of Singaporeans are

looking to go into the field, with the first step being a BIM Modeller.

The road ahead, he elaborates, is a difficult one. To reach the top, there are three stages in the BIM career route to follow: Modeller, Coordinator, and eventually Manager. It is simultaneously the easiest yet the longest journey, because scaling to the peak means one has weathered through all the frustration and toil such that a strong, determined spirit is cultivated, alongside a rich library of knowledge and skills – a feat he sees as “very admirable”.

For Harmeet, the switch from a consultant lifestyle to that of a builder's is a welcome one. He now has more freedom to explore his role as a BIM

Coordinator, as well as the general BIM environment that his former job was unable to offer. But perhaps the greatest difference comes in the form of multi-tasking – working with consultants only allowed him to focus on one task, while his current position at Teambuild exposes him to different responsibilities while on the job. In a way, that makes the whole process more productive, rewarding, and definitely satisfactory.

Moving forward, the self-driven individual is seeking a permanent solution to ease the integration of the entire work ecosystem; he dares not make promises on this, however. Project C, alongside a handful of other upcoming projects, will be using virtual mock-ups, but the QR tracking method

remains a temporary system – for now, at least.

Still, Harmeet's optimism is never waning. His Teambuild journey has been rather fruitful so far, and he is happy to have found what he considers his true calling – being a builder.

With a passionate glint in his eye, he shares fervently, “Everyone in life seeks a purpose, and working with Teambuild, I've found the path to that purpose.”

But first, small steps. Everyone has to start somewhere, after all, and Harmeet's contributions to the company serve as a stepping stone to greater and more ambitious achievements.



Harmeet with Ko Myo, BIM Manager

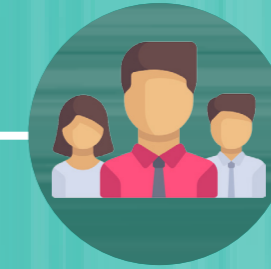
# STRATEGIC PLANNING LEADERSHIP RETREAT 2018



29-30 August 2018



Novotel Singapore (Stevens)



Theme: One Team

## DAY 1



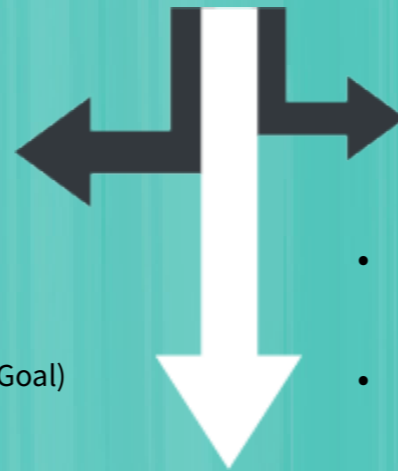
Morning

- **Introduction to 'Scaling Up : Mastering the Rockefeller Habits'**
  - The Four Decisions
- **Who are we & what do we stand for:**
  - People
  - Core Values
  - Purpose



Afternoon

- **Strategy : Casting the vision**
  - BHAG (Big Hairy Audacious Goal)
- **Reality Check:**
  - What key issues or questions must we address in order for us to move forward?



## DAY 2



Morning

- **SWT Analysis (Strengths, Weaknesses & Trends)**
- **Moving Forward:**
  - Our 3-Year Plan / Strategies
  - Company 2018-19 Top Priorities & Goals
- **The Three Execution Disciplines**
  - Priorities
  - Metrics
  - Meeting rhythms



Afternoon

### GROUP DISCUSSION: BY FUNCTIONS

- **Determining Quarterly Priorities & Metrics 2018-19**
- **Presenting Quarterly Priorities for feedback & alignment**
- **Wrap-Up**

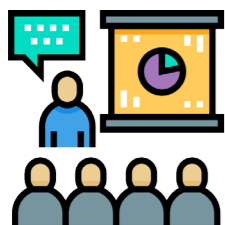
Following the Leadership Retreat, a **2-day planning session** for 2019 was conducted on 11 & 12 Oct



# PHOTO GALLERY

No more presentations, hooray! Under this year's theme of "One Team: Fostering Communication & Collaboration", participants came together for group discussions instead, which encouraged more engagement and interaction. Here's what went down during the enriching two-day stint, picture-style!





# SHARING SESSION: BASEMENT CONSTRUCTION

As part of the Dawson C3 project, TBEC is tasked to build the basement of Blk 37A MSCP with the Semi Top-down Construction Method. To provide involved parties with a deeper understanding and better grasp of the topic at hand, a sharing session was hosted by Senior Project Engineer Goh Pang Jun and Project Engineer Julian Chin, which highlighted some key takeaways.



## WHO?

Building Construction Division, including the project site teams



## WHAT?

Basement construction. Mr PT Tan, Executive Director, also opened the floor to discussion on water tightness of the diaphragm wall.



## AGENDA

1. Sharing of construction method of “semi top down”
2. Learning points
3. Challenges faced
4. Things to note (waterproofing/water tightness, etc)



# 10Q IN 60S

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

# TAN POH TUCK (EXECUTIVE DIRECTOR, BUILDING CONSTRUCTION)

1

**How long have you been with us?**

Since 1995, so it's been quite the long journey!

2

**Most memorable moment?**

Toughest period during Teambuild crisis, where there was some financial problems. Colleagues back then volunteered to take a paycut to tide over the crisis, and it was a touching moment for me. Charlie was the one who initiated this during a urgent meeting, to which we all agreed.

3

**When do you have the most fun at work?**

When I see that the project is coming to a completion, and the sense of accomplishment that follows it.

4

**Favourite lunch place?**

Where it is the most convenient, I don't care.

6

**What do you do for fun?**

Last time, working is my form of fun – work for fun, fun for work. Now, it's to accompany my kid.

5

**Coffee, tea, or...?**

Coffee.

7

**What is on your bucket list?**

My wish is to see Teambuild become a choice contractor, as well as to bring up my kid and watch her grow.

8

**Motto or personal mantra?**

Never give up, nothing is impossible.

9

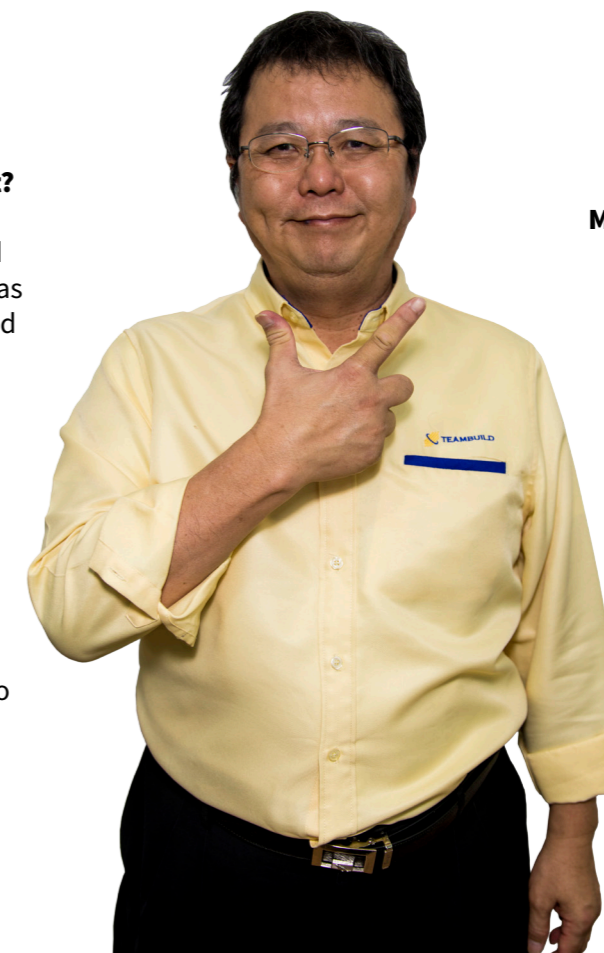
**An unknown fact about yourself?**

I love my wife. People tend to not believe that! (laughs)

10

**Describe yourself in one word?**

Independent.





# HDB COMMENDATION

Working in the construction industry is not an easy task, and our efforts often go unnoticed in the eyes of the public. For one Annie Thng, however, hard work pays off, as she received recognition and acknowledgement for her dedication to delivering top-quality customer service that has bagged her an Award for Excellent Service from HDB for three consecutive years. Congratulations!

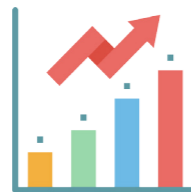


## THE VERANDAH @ MATILDA



### GOOD CUSTOMER SERVICE

(Customer Relations Officer)



### EXCELLENT PERFORMANCE



### POSITIVE CUSTOMER EXPERIENCE



# EVENTS CALENDAR



## OCTOBER

### HR & Sharing Events



New staff induction (26 Oct)

### Others



Minister of State, MOM, visit Project B with SCAL and WSHC (9 Oct)

2019 Planning Session (11 - 12 Oct)

Launch of Safety Campaign at PNC5 (22 Oct)

Employee Health Screening Day 1 (30 Oct)

Employee Health Screening Day 2 (31 Oct)

## NOVEMBER

### HR & Sharing Events



Seow Kong Cheong Scholarship Registration Opening (15 Nov)

### Lunch Talks



Performance Management Lunch Talk (2 Nov)

### Others



Start of year end performance review

## DECEMBER

### HR & Sharing Events



New staff induction (28 Dec)

### Lunch Talks



Goal Setting Lunch Talk (18 Dec)

### Others



Closure of 2018 Performance Review

Start of 2019 Goal Setting



# PROMOTION & REDESIGNATION

For their continued contributions and commitment to the growth of our organisation, selected individuals from various entities and departments have been promoted, with CSU undergoing a name change to reflect CPQ instead – Construction Productivity & Quality. Congratulations and keep up the good work!

Name	Entity/Department	Promoted To
1. Wee Boon Seng Bernard	ABME	General Manager
2. Kulanthaivel Vasanthan	IPS – Singapore	Senior Precast Manager
3. Kulandai Samy Rajesh Kumar	IPS – Singapore	Assistant Manager (Bid & Submission)
4. John Calvin T. Bautista	IPS – Singapore	Senior Supervisor
5. Rexal Dela Cruz Bernardino	IPS – Singapore	Senior Supervisor
6. Jagathisan Samogam	IPS – Brilliant Fairview	Assistant Production Manager
7. Krisna Rao A/L Achiyan Naidu	IPS – Brilliant Fairview	Senior Supervisor
8. Tan Wee Kiat	TBEC – Construction	Project Manager
9. Wong Meng Lik	TBEC – Construction	Assistant Project Manager
10. Pethatchi Muthumani	TBEC – Construction	Site Supervisor
11. Karuppaiah Murugaiah (Peter)	TBEC – Construction	Site Supervisor
12. Kothandapani Raja	TBEC – Construction	Site Supervisor
13. Muthukaruppan Mani	TBEC – Construction	Senior WSH Coordinator
14. Hannan Abdul Khaleque Khan	TBEC – Construction	Senior WSH Coordinator
15. Nasir	TBEC – Construction	WSH Coordinator
16. Low Yong Hui Allan	TBEC – CPQ*	Senior EHS Manager
17. Harmeet Pal Singh	TBEC – CPQ*	BIM Coordinator
18. Su Su Hliang	TBEC – CPQ*	BIM Coordinator
19. Zhang Yafeng	TBEC – Contracts	Quantity Surveyor
20. Koh Peng Li	TBEC – Finance	Senior Accounts Executive
21. Foo Mei Ling, Michelle	TBEC – Finance	Senior Accounts Assistant

Accompanying the above promotions are three redesignations to ensure job alignment and provide an update on the staff's current duties and responsibilities.

<b>LEE KAY SIN</b>	<b>CONSTRUCTION LOGISTIC &amp; TRAINING</b>	<b>EXECUTIVE DIRECTOR</b>
<b>LIM HOCK SIM</b>	<b>IPS – SINGAPORE</b>	<b>QA/QC MANAGER</b>
<b>JONATHAN TAY</b>	<b>TBEC – CORPORATE DEVELOPMENT</b>	<b>SENIOR COMMUNICATIONS EXECUTIVE</b>



# ANNOUNCEMENTS

## SEOW KONG CHEONG SCHOLARSHIP

Last issue, we announced the successful applicants for the Seow Kong Cheong Employees Education Fund. This time, the spotlight goes to three winners of the Seow Kong Cheong Scholarship – Wong Chen Hin, Gurudas Basu, and Alex Tho. A job well done, guys!



## CONGRATULATIONS!



## CREDITS

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

- Alex Tho Chee Yong
- Annie Thng
- Beh Loong Fatt
- Gurudas Basu
- Harmeet Pal
- Kwok Heng Leong
- Tan Chee Wei
- Tan Poh Tuck
- Tan Wee Kiat
- Wong Chen Hin

## 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](mailto:engaged@teambuild.com.sg). ENGAGED! would be more engaging if it is for the Teambuild community by the Teambuild community.



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