

ENGAGED!

COLLABORATING FOR A BRIGHTER FUTURE

LEAN CONSTRUCTION: ALWAYS LEARNING, ALWAYS IMPROVING



CONVERSATION WITH | THE ALL-ROUNDED QUARTET



A DAY IN THE LIFE OF



THANK YOU!



Teambuild Day 2020

Dear Colleagues,

I would like to share with you the below quote:

"Achievement creates an energy like nothing else and it multiplies exponentially."

- Brian Williams, CEO, OneSource Virtual

With the three key priorities - planning, execution and cost management - that we want to focus on, I trust that with every small step we take and every achievement we have, they will multiply exponentially. The teams at Project E and YSN3C26 had taken their first steps with Lean 5S and the last planner system.

Implementation of new initiatives will bring challenges, but at the same time, they will be opportunities to learn and to take action, for us to align ourselves right to move forward together.

I have also recently announced that we will be centralizing procurement within the Construction Group for similar materials. As we take a holistic approach to our growth and to maintain the Group's operational agility, we will continue

to look at how we can share resources and expertise across the Group. Besides the Lean methodologies, this is another initiative that will allow us to keep to a flexible and effective organization. And, as we improve our operational efficiency, I would like to urge everyone to take pride in your work to help us meet our challenges and come closer together as a group.

When our core values and actions are in alignment, a thriving culture will emerge. With the first Core Values in Action (CIA!) Campaign recently concluded, HR will continue to look at initiatives that will keep us reminded to move values off the wall and into our everyday actions.

With the COVID-2019 outbreak, my deepest appreciation to James, Allan, Jane, Freddie and their teams for putting in place the measures so quickly to ensure a safe and healthy environment for everyone. At the same time, let us show care and empathy to those who have to take leave of absence.

Progress for projects will be affected. Challenges beset us and at times, it is beyond our control. But, I am confident our project teams, with their continued dedication and teamwork, will catch up on the time lost.

各位同事：

我想引用OneSource Virtual首席执行官Brian Williams的话：“成就能激发无穷能量并成倍增长。”

从“计划，执行和成本管理”三大关键着手，我相信每一个细小的进步和取得的每一项成就也将成倍增长。此前，Project E和YSN3C26的团队已率先采用Lean 5S和the last planner系统。

新系统会带来新挑战，但同时，也提供了一个学习和解决问题的机会，并促使我们更加团结一致，共同前进。

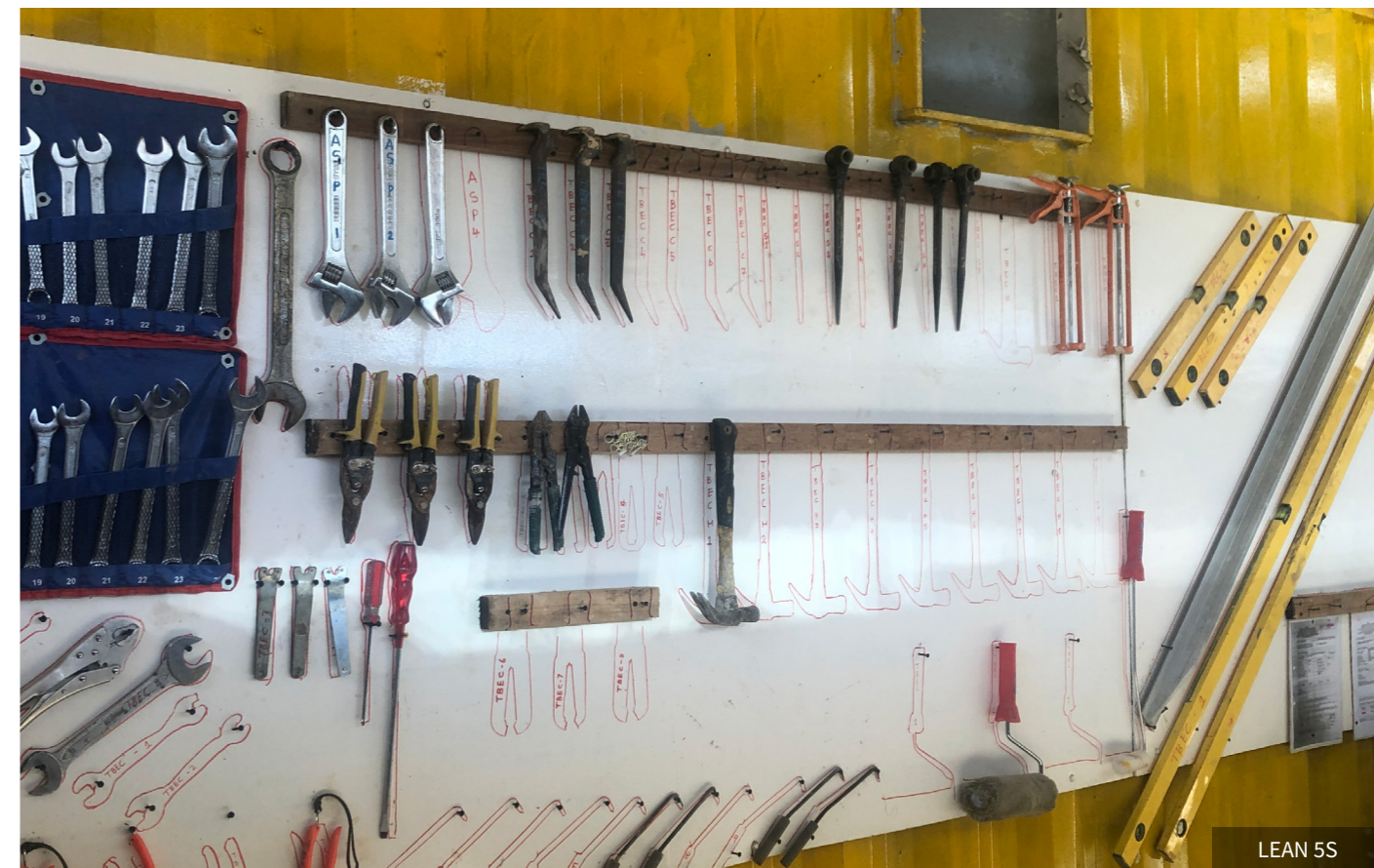
我最近宣布在建筑集团内部实行同类物料集中采购。在我们采取全面分析的方法以保证集团发展的同时又确保公司运作的灵活性时，我们将继续探讨实现集团内部共享资源和专业知识。此措施是继精益方法论（Lean

Methodologies) 外，又一使我们保持灵活高效的新举措。为了提高公司营运效率，我谨敦促大家以工作为荣，共同应对挑战，团结一致。

当我们的核心价值观和行动保持一致时，公司文化才会得以生动展现。随着近期首个“核心价值观（CIA!）”活动的结束，人事部将继续组织相关活动以确保我们的价值观贯彻到日常工作中。

针对2019新型冠状病毒的防护，我要感谢James, Allan, Jane, Freddie及其团队迅速地采取有效措施以确保安全、健康的工作环境。同时，谨向不得不请假暂离工作岗位的同事致以关怀和慰问。

虽然我们无可避免地面对工程进度延误和各种挑战，但我相信，只要大家弘扬奉献精神，通力合作，一定能把落下的进度赶上去，保质保量完成工程。

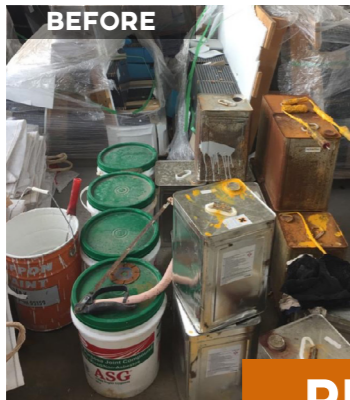


LEAN 5S



TOOLS AND METHODS FOR LEAN CONSTRUCTION

METHOD #1: LEAN 5S




TIME TO LOOK FOR TOOLS: 5-10 MINS TO 5-10 SECS

60X
PRODUCTIVITY IMPROVEMENT

PROJECT E



METHOD #2: LAST PLANNER SYSTEM



6 weeks look-ahead



Daily and weekly workplan



Improves communication between the project team and sub-contractors

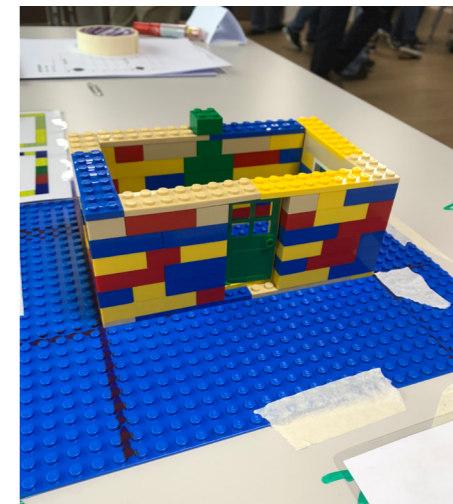
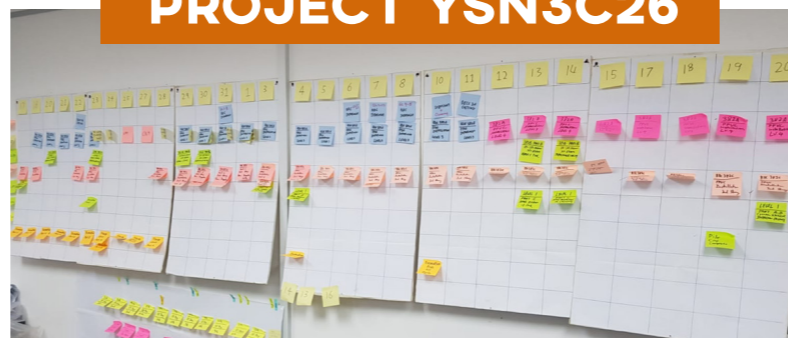
PROJECT E



PROJECT YSN3C26



PROJECT YSN3C26



CONVERSATION WITH

PLANNING / TECHNICAL UNIT



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

In this issue, the Planning /Technical Unit (PTU) shares their thoughts on the job and dives deeper into the root of things, while providing some lighthearted respite with answers to casual lifestyle questions.

Comprising of Vincent (Planning Engineer), Su Su (BIM Coordinator), Ei Ei (BIM Coordinator), and Cherry (Senior BIM Coordinator), the crew is all ready for the spotlight.

As a member of the PTU, what impact do you want to make on our organisation?

Vincent (V): To ensure that planning is as close as possible to the actual work execution.

Su Su (SS): I would like to focus on the efficiency and productivity of the individual and the whole team, as it can lead the organisation to gain competitive advantage through increased organisational performance.

Ei Ei (EE): More practical planning processes leading up to the actual construction.

Cherry (C): While we do model or clash detection coordination, we

always try to discover all potential problem areas and coordinate/fix them before the error is committed in actual construction work to reduce costly rework and revision. In addition to ensure that all BIM models are compatible, we also strive to make accurate data available to all project participants.

Share with us something that we don't know about PTU.

V: We learn new languages, such as Burmese, Chinese, Thai, Tamil, and Bahasa, among the PTU family.

SS: Our department once had the history of a "magic chair". The person who sat on it, or if a male, his wife, would become pregnant. There were

quite a few cases over the years, but that chair has since been left at the old HQ.

EE: Everyone here is flexible and multi-skilled.

C: We used to have internal team sharing sessions on Saturdays a couple of years ago. The volunteers were all our members who took the time out to share their knowledge, working experience, technological expertise, the process of overcoming difficulties, and the like. Hopefully, we can get to see more of such internal sharing sessions in the near future.

What inspired you to carve out a career in BIM / Planning?

V: It's a good opportunity to discover advanced technology in the construction management field.

SS: The prospect of facing and solving new challenges with my skill, knowledge, experience, and most importantly, the help of positive people and the system of the organisation that allows for increased efficiency, and for me to achieve my goal.

EE: I saw how BIM and Archi Cad worked and got inspired to learn more.

Cherry: Particularly, being able to observe and learn together as a team, from BIM processes and Innovative Construction Technologies to Technical Details, all at one place.

Now, a fun question: If you can have a superpower to help you in your work, what would you like to have?

V: Second sight, to be able to forecast

and be prepared always.

SS: The power to clone myself so that I can save my timings! (laughs)

EE: The power of multitasking.

C: The ability to finish successfully every task at once (by the magical way)!

Tell us what makes your day.

V: When the hard work pays off, and is appreciated by colleagues and superiors.

SS: In a dynamic environment like construction, we have to face new issues and challenges every now and then on site. When that happens, finding the solution with the collaborating team until the final good result is achieved really makes my day.

EE: When my colleagues and superiors

appreciate my efforts or whatever I did for them.

C: After achieving a goal by hitting deadlines, coming up with creative ideas to improve something, or overcoming challenges.

Share with us some of the challenges faced.

V: The implementation of Price-Quality Method (PQM) and Early Contractor Involvement (ECI) has made tender submission more challenging – comprehensive proposals need to be prepared in a shorter timeframe, and more involvement of external stakeholders is required.

SS: The challenge of balancing between design changes and the submission target dates.

EE: On a more technical level, the creation of the RDS (room data sheet)





directly from BIM.

C: Since implementing the new technology of QR code module tracking, there has been some issues, such as late update information, and changes in the naming of modules during the casting progress. This was caused by the previous conventional method of communication to check on production statuses of precast modules through emails and calls or WhatsApp, which may not be up-to-date.

Keeping, developing, and uplifting the strong passion, great ethic, and compassionate heart is the key to achieve extraordinary results beyond our existence and presence work.
- Zaw Myo Tun (Ko Myo), BIM Manager


We seek to create a conducive work environment through cooperation and collaboration while striving for technical excellence in every work that we do.
- Gurudas Basu, Planning and Technical Manager

Who inspires you to carry on when the going gets tough?

V: My family.

SS: Aung San Suu Kyi (State Counsellor of Myanmar) for her irrepressible spirit and never-say-die during a tough time.

EE: My mother.

C: My mum and auntie. 



Not many would relate the process of quality implementation to a relay race, but QAQC Manager Edgardo Castillo certainly does. The job, after all, requires everyone in the team to pull their own weight, such that teamwork can indeed make the dream work.

“A lot of people tend to underestimate the reliance of the system on the workers,” Edgardo explains. “In the QAQC practice, everyone is reliant on each other across all the departments in Teambuild – there’s no such thing as doing something alone, only as a team.”

He puts his point into a more familiar perspective: just like how a chain is only as strong as its weakest link, a relay team is only as good as its weakest runner. When the baton is passed from one to another, the latter is expected to maintain (or speed up) the pace, last the round, and make his way to the next person or the finish line.

That doesn’t mean those who take a stumble should be left to fend for themselves, of course. Struggles and obstacles are sometimes inevitable, and

that’s when the others step in to offer help and guidance. The QAQC field, it seems, is like a race – much like life itself.

For standardisation purposes, the process of implementing quality follows a standard practice and system, with the only difference being in *how* it’s adopted across the various projects. Edgardo shares that schedule delays are often the factor, but that hasn’t stopped him from introducing improvements to the whole system in his four-year stint with the company.

“To assure quality, the first and foremost, there must be a mindset change towards embracing quality truly a part of managing the projects, adopting the QAQC standard practices such as Inspection and Test Plan (ITP), projects’ quality audit, etc – something we’re not used to having here,” the manager expresses.

“Teambuild has decided to go with what we’re comfortable with and confident at, so I tailored my suggestions to fit into the company’s direction.”





It's an attitude carried over from his previous companies, where the practice of internal inspection is viewed very seriously.

The man elaborates, "We inculcate the importance of it, whether it's a requirement or otherwise. If we neglect the internal inspection process, there'll be a lot of issues when we hand over to the end-user."

Here, Edgardo pauses for a moment, before his eyes take on a mischievous, determined glint, "In fact, our end goal is to do such a good job that the end-user will have nothing [negative] to say at all. To build our own quality, to build our image – that is what we want to cultivate over at Teambuild."

The inspection checklist is the first step towards doing so. By recognising and collating past mistakes, the QAQC team is able to draw up a list of clear, noteworthy points based on their learnt experiences.

Additionally, team members are also tasked to submit weekly project QAQC reports which report on site happenings, particularly on Quality Incidents, as well as Quality Observation Reports, or Non-conformance Reports. These will later be submitted to the project manager and relevant subcontractors so that any underlying problems may be brought to light and resolved.

The company's decision to mobilise the team for projects certainly helps to improve work efficiency, too. Because there are individuals on the ground, issues and defects can be captured, analysed, and addressed to the sub-con directly.

Edgardo's desire to always strive for the better stems from his personal drive and love for Quality. He shares, "I see quality as passion. It's very interesting because I see its relevance, and the skill is a valuable one. Apart from growing myself professionally, I'm also able to understand the process beyond that of

the average person in the industry, and there's certainly value in such learning."

For the manager himself, one of the major learning points came during his stint on the Brownstone. It was a lot of 'firsts' for the company – apart from being TBEC's first concrete PPVC project, it was considered to be the world's largest and first-of-its-kind application of concrete PPVC for a large-scale private residential development. But with novelty comes challenges, and they quickly presented themselves in the form of quality surveillance and defects inspection at the PPVC factory, fit-out yard, and site with a lack of implementation of the full QAQC system. This was especially significant because the Brownstone served as a pilot project for the company to implement QAQC.

"It was really challenging, because the stakeholders for the whole project had a lack of industry knowledge and experience on PPVC as this non-conventional construction method

was still evolving for improvement. In addition to supervising the quality process for the Brownstone, we were expected to oversee our other projects at the same time, while still conducting inspections on the side," he recalls.

"As it was also our first time assigned to a PPVC project, we had a low understanding of how the quality process works and its proper implementation into the existing system. The external outsourcing in the beginning stages had its fair share of liaising issues, too."

Fortunately, all's well ends well. The Brownstone grew into a successful project, and managed to achieve the Construction Quality Mark Award for Good Workmanship, and CONQUAS Star (98 points). Despite the BCA's recognition, Edgardo felt that there was still much room for improvement, as undeniably there was an internal quality failure cost and also external to some extent. This had prompted his team to note down all the mistakes

as a project lesson learned to avoid committing them again for the next project, including Project C, YSN3C26, PNC5, Senja PCNH, and Kajima Woodleigh projects.

Moving forward, the manager suggests leveraging on the ISO-Quality Management System (QMS) Standard as a tool for performance evaluation and continuous improvement, and is considering implementing project risk management with the latest standard – a current trend in the industry.

The job of a QAQC professional is, thus, more than just the inspections and detection of defects. It's also about the communication, the liaising with external parties, and working together with other teams and clients to assure quality. Patience and friendliness are indispensable qualities for individuals in the field, that's for sure.

According to Edgardo, however, the most important trait is the understanding of the principle of

quality.

"It's a tough job," he says with a laugh. "Some people think quality is only a principle, but that's not true. The most important element is, in fact, the correct application – you must understand why you are doing this, and what is the value in doing so."

Edgardo rounds it up nicely afterwards, "You will only appreciate what you are doing if you understand the rationale behind it." Being in the QAQC field, after all, means protecting the company's reputation strategically, and supporting the sustainability of its businesses.

With the friendly curve of his eye-smile, and the enthusiastic glint in his eyes, he wishes to convey the message that any company who wants to aspire and maintain to be one of the competitive players in the market must fully support and continuously seek after the Quality improvement effort. ■





**ALLAN
LOW**

GRAND WINNER

(Highest number of points overall)

**TOP WINNER: 23
CARDS**

(Colleague-to-Colleague Recognition Program)

**'TAKE PRIDE IN
WHAT YOU DO'**

(Most appreciated core value)

CONGRATULATIONS!

The first Core Values in Action! (CIA!) campaign came to a close in December 2019, and here's a recap of the winners for the programs. Congratulations and thank you to them for demonstrating the Core Values and setting as role models for other colleagues!



**LIM
KOK
HENG**

TOP WINNER

(Process Improvement program)

**SUCCESSFUL
IDEAS: 2**

IDEAS FOR PRODUCTIVITY

- 3D model viewer on Mobile Phone/Tablet**
Enables the user to better visualise the reinforcement assembly and view the details without flipping through multiple sheets of drawing, thus reducing drawing interpretation time.
- Production Incentive Scheme**
Achieved 60% improvement in productivity and almost \$6,000 in labour cost savings every month.

A BRIEF RESPITE

Sometimes, a short break from work is what we need. With our new office, more recreational amenities have been brought in for more relaxing, enjoyable downtime periods, where staff can choose to hit the gym, indulge themselves in a round of table tennis or two, or revel in a game of foosball – among others. Here at Teambuild, we work hard, but we play hard, too!



SPOT THE DIFFERENCE

Speaking of breaks, here's one! The "Spot the Difference" challenge calls upon your observational prowess yet again, this time with **15** differences in tow! Identify all of them (or as many as possible), email your answers to engaged@teambuild.com.sg, and get the chance to walk away with a prize. All the best!



COVID-19
(Coronavirus Disease 2019)

If you have **mild flu-like symptoms** like






SEE A DOCTOR

- Don't go to work or school
- Avoid crowds
- Stay at home
- Don't doctor-hop

COVID-19
(Coronavirus Disease 2019)

PRACTISE GOOD PERSONAL HYGIENE

WASH your hands regularly with soap and water.



AVOID touching your face with your hands.



8 STEPS TO CLEAN YOUR HANDS


Palm to palm


Between fingers


Back of hands


Base of thumbs


Back of fingers


Fingernails


Wrists


Rinse and wipe dry

LET'S ALL DO OUR PART






Wash your hands frequently with soap

Monitor your temperature twice daily

AVOID touching your face with your hands

Comply with Home Quarantine Orders and Stay-Home Notices and stay at your designated locations

DO NOT WEAR A MASK IF YOU ARE WELL

There are sufficient masks in the government's stockpiles, if used responsibly.

WEAR A MASK ONLY IF

- You have a **FEVER, COUGH OR RUNNY NOSE**
- You are **RECOVERING FROM ILLNESS**



Stay home and AVOID social gatherings if you are sick.



Do not spread rumours. Get the latest updates on COVID-19 by signing up for the Gov.sg WhatsApp channel (www.gov.sg/whatsapp) or at the MOH website (www.moh.gov.sg)







Do not spread rumours. Get the latest on the COVID-19 by signing up for the Gov.sg WhatsApp channel (www.gov.sg/whatsapp) or at the MOH website (www.moh.gov.sg)





Updated: 18 Feb 2020

THE COVID-19 CODE

In light of the COVID-19 situation, let's all do our part to be socially responsible. Always remember to practice personal hygiene by **washing your hands regularly with soap and water**, and **avoid touching your face with your hands**. Most importantly, **do not** head out if you are unwell, and wear a mask to prevent the transmission of germs.

The symptoms of COVID-19 are similar to the common flu, so keep a lookout for any signs of **cough, runny nose, sore throat, and fever**. Make a trip down to the doctor's for check-ups and subsidised treatments, and continue to **monitor your temperature twice daily** – even if there's no hint of fever.

Lastly, do drink up as often as possible, and take care of yourselves!



SQUEALING CNY FUN

Chinese New Year celebrations have always been a yearly tradition at Teambuild, and this year is no exception. *Louhei*, laughter, and celebratory joy – there was plenty of that to go around, as a team lunch ushered in the Year of the Rat.





TEAMBUILD DAY 2020

Another year, another Teambuild Day. Held on 11 January this year, the annual bonding event saw a great and enthusiastic turnout, where the spirit of camaraderie burned strongly amidst the laughs, well-meaning jabs, teambuilding activities, and the like. Here's to more memories in the years to come!



LEE KEH HA (DIRECTOR, AWC)

10Q IN 60S

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

LEE KAY SIN (EXECUTIVE DIRECTOR)

1

What is the one thing that people do not know about you?

My family treats me very well.

2

When do you have the most fun at work?

When the sense of satisfaction hits after completing a project.

3

Motto or personal mantra?

Be humble, always.

1

What is the one thing that people do not know about you?

My wife is awesome.

2

When do you have most fun at work?

When the work is finished, naturally!

3

Motto or personal mantra?

Humility.

4

What is the one thing you can't live without?

Family support.

5

Describe yourself in one word.

Humorous.

6

What do you do for fun?

I like to drive fast cars.

4

What is the one thing you can't live without?

Family support.

5

Describe yourself in one word.

Straightforward.

6

What do you do for fun?

Play with my grandchildren.

7

What is the craziest thing you've ever done?

I once drove my car at 240km/h.

8

What was your dream job when you were five?

Police officer!

7

What is the craziest thing you've ever done?

I got drunk overnight and went to work the next day.

8

What was your dream job when you were five?

Something related to the building field - I've always wanted to build things.

9

If you could use a time machine to go back in time to fix one thing or go to the future to see what it is like, which would you do?

Go back in the past to spend time with parents.

10

What is your "superpower"?

I can make people laugh easily.

9

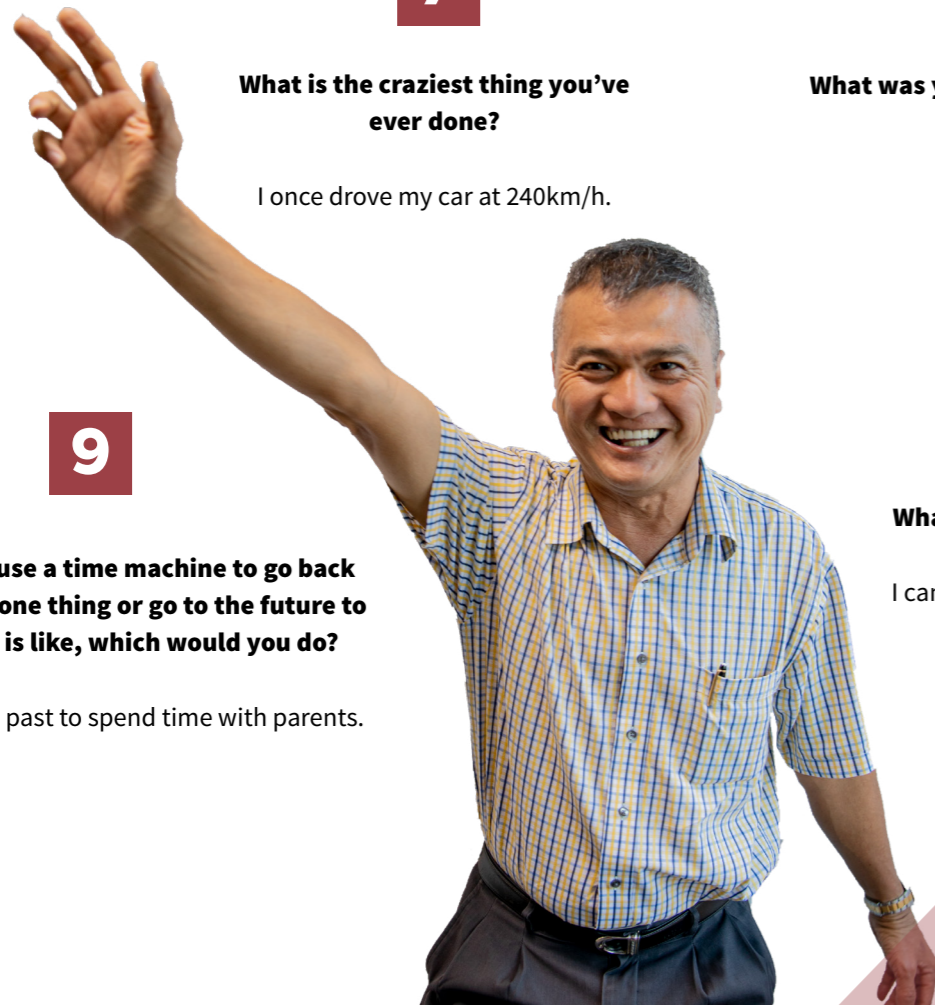
If you could use a time machine to go back in time to fix one thing or go to the future to see what it is like, which would you do?

The future - I want to see how big TB can be!

10

What's your "superpower"?

I can tell if someone is ethical/honest just by looking at them!





EVENTS CALENDAR

MARCH

HR & Sharing Events



New Staff Induction @ ICPH Office (28 Mar)

Lunch Talks



CIA! 2020 Core Values Road shows

Staff Training



CMP Training

LEAN Training

Prosoft Training - E-Claim Modules (16-31 Mar)

APRIL

Lunch Talks



Lunch Time Wellness Talk

CIA! 2020 Core Values Road shows

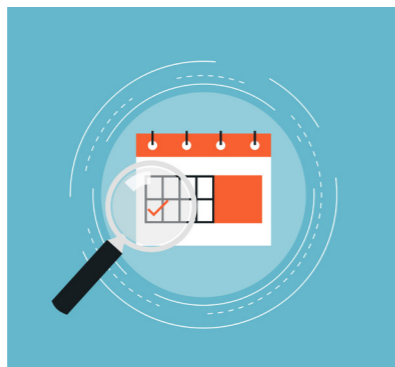
Staff Training



CMP Training

LEAN Training

HR for non- HR Series - Quota/MYE/ OCSS



MAY

Lunch Talks

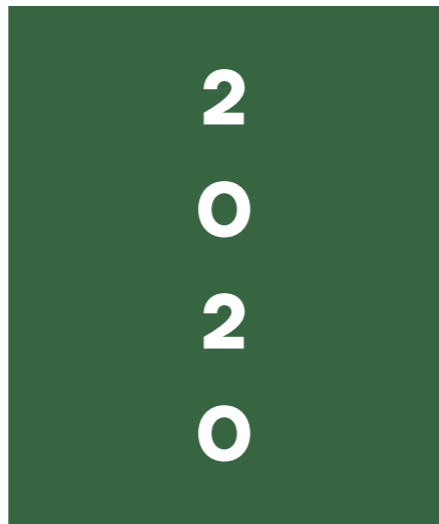


Lunch Time Wellness Talk

Staff Training



HR for non-HR Series - How to conduct Performance Review?



ANNOUNCEMENTS



SPOT THE DIFFERENCE WINNERS

CONGRATULATIONS!

It pays to be sharp-eyed! In yet another instalment of the “Spot the Difference” challenge in the previous issue, participants have impressed with their enthusiasm and observational prowess. Three winners have emerged, with a small award to go along with their efforts – good job all, and thank you for your participation!

CREDITS

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

- Allan Low
- Cherry Yin
- Edgardo Castillo
- Ei Ei Phyo
- Gurudas Basu
- Kok Heng
- Lee Kay Sin
- Lee Keh Ha
- Su Su Hlaing
- Vincent Soh
- Zaw Myo Tun

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.



EDITORIAL TEAM



EDITORIAL ADVISORS

Seow Chai Hing
Hong Wee Khong
Raymond Chan

EDITOR

Victoria Tan
Corporate Development Manager

PHOTOGRAPHER / COORDINATOR

Jonathan Tay
Senior Marketing Executive

CHINESE TRANSLATOR

Katharina Feng
Office manager, RATEC

DESIGNER / WRITER

Wong Si Jia
Intern

