

DOCUMENT RESUME

ED 357 171

CE 063 341

TITLE Vocational & Industrial Training Board Annual Report 89/90.

INSTITUTION Fairfax County Public Schools, Falls Church, VA. Office of Adult and Community Education.

PUB DATE 90

NOTE 74p.

PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC03 Plus Postage.

DESCRIPTORS Apprenticeships; Continuing Education; Curriculum Development; Educational Certificates; *Educational Development; Faculty Development; Foreign Countries; *Job Training; Labor Force Development; *Marketing; Material Development; Postsecondary Education; Public Relations; *Strategic Planning; Student Certification; *Vocational Education

IDENTIFIERS *Singapore

ABSTRACT

During fiscal year (FY) 1989, the Vocational and Industrial Training Board (VITB) in Singapore offered full-time training at seven levels for secondary school leavers. The board's intake of 9,333 participants was 8% below the FY 1988 intake, a fact that was attributed to fewer primary school leavers. The introduction of the Revised Vocational Training System and strengthening of counseling services in the training institutes helped to sustain a high trainee progression rate and reduced the attrition rate. Continuing education and training included the following: industrial skills, customized, and continuing education courses; Basic Education for Skills Training and Worker Improvement through Secondary Education programs, and industry-based training. An increased number of candidates sat for tests and examinations conducted by VITB. New strategic developments were as follows: implementation of a perception study on vocational education, establishment of a Task Force on Apprenticeship to examine its expansion, and progress in the VITB Strategic Plan, including inservice education, textbook development, and initiation of a project on computerization of the institutes. The first certification scheme for a service occupation--that of retail sales assistant--was launched, VITB continued to promote vocational training to potential students through school visits and briefing of all final-year Institute of Education trainees. A 17-page statement of accounts is included as well as lists of course offered by VITB, VITB Training Institutes and Centers, organizations with VITB-approved training centers, and public trade texts available. Numerous color photographs illustrate the text. (YLB)

 * Reproductions supplied by EDRS are the best that can be made *
 * from the original document. *

ED357171

U.S. DEPARTMENT OF EDUCATION
 Office of Educational Research and Improvement
 EDUCATIONAL RESOURCES INFORMATION
 CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

W. H. G. S. E.

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

ANNUAL REPORT

063341

A N N U A L R E P O R T 8 9 / 9 0

VOCATIONAL AND INDUSTRIAL TRAINING BOARD. SINGAPORE

T H E B O A R D

The Vocational and Industrial Training Board (VITB) is constituted under the Vocational and Industrial Training Board Act (Cap 345), which was brought into force on 1 April 1979.

The Board was formed by the amalgamation of the former Adult Education Board (AEB), which came into being on 22 April 1960, and the former Industrial Training Board (ITB), which was established on 1 April 1973.



Dr Tay Eng Soon



Mr Lee Keh Sai



Mr Robert Chua
Teck Chew



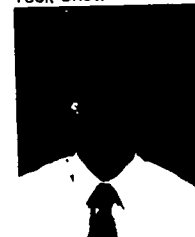
Mr Wayne C Curington



Mr G H Darwin



Mr Horst G Dunsche



LTC Kang Beng Ho



Mr Koh Juan Kiat



Mr Toshihiko Kuniyoshi



Dr Law Song Seng



Mr Lim Chin Siew



Mr Lin Cheng Ton



Mr Ng Kok Lip



Mr Tony Tan
Keng Joo



Mr Cyrille Tan Soo Leng



Dr Whang Sun Tze



Mr Wong Lin Hong



Mr Yang Ban Seng



Mr John Yip
Soon Kwong

Composition of the Board

The members who served on the Board during the period 1 April 1989 to 31 March 1990 were:

Chairman

Dr Tay Eng Soon
Senior Minister of State for Education and
Minister-in-charge of
the Vocational and Industrial Training Board

Deputy Chairman

Mr Lee Keh Sai
Principal Electrical Engineer
K S Lee & Associates

Members

Mr Robert Chua Teck Chew
President
Singapore Manufacturers Association and
Managing Director
ACE Daikin (S) Pte Ltd

Mr Wayne Clyde Curington
General Manager
Cameron Iron Works (Singapore) Pte Ltd
(From 1 December 1989)

Mr Gerald Harry Darwin
Corporate Operations Manager
Fraser & Neave Group

Mr Horst Georg Dunsche
General Manager
Siemens Pte Ltd

LTC Kang Beng Ho
Deputy Head
Air Logistics
Republic of Singapore Airforce

Mr Takayoshi Katsuyama
Chairman
MELCO Sales (S) Pte Ltd and
Mitsubishi Electric Singapore
(Up to 7 July 1989)

Mr Koh Juan Kiat
Executive Director
National Productivity Board

Mr Toshihiko Kuniyoshi
Managing Director
NEC Electronics Singapore Fte Ltd
(From 1 December 1989)

Dr Law Song Seng
Director and Chief Executive Officer
Vocational and Industrial Training Board

Mr Lim Chin Siew
Assistant Director
Research Unit
National Trades Union Congress

Mr Lin Cheng Ton
Director
Manpower Development Division
Economic Development Board

Mr Ng Kok Lip
Managing Director
National Kap Ltd
(From 1 December 1989)

Mr Tony Tan Keng Joo
Chief Architect
Building & Development Division
Housing & Development Board

Mr Cyrille Tan Soo Leng
President
United Workers of Electronic & Electrical
Industries

Dr Whang Sun Tze
Managing Director
Metal Containers and Lam Soon Group

Mr Wong Lin Hong
Managing Director
Micropolis Limited

Mr Yang Ban Seng
Secretary for Skills Development
National Trades Union Congress

Mr John Yip Soon Kwong
Director of Education
Ministry of Education

The Directorate

Members of the Directorate as at 31 March 1990 were:

Director and Chief Executive Officer
– Dr Law Song Seng

Deputy Director/Administration
– Mr Goh Sik Ngee

Deputy Director/Professional Development
– Mr Young Pak Nang

Deputy Director/Training
– Mr Sam Sui Chee

Divisional Director/Administration
– Mr Victor Seah Quee Soon

Divisional Director/Computer Services
– Mr Chan Soon Weng

Divisional Director/Continuing Education and Training
– Mr Tan Hong Choon

Divisional Director/Curriculum Development
– Mr Ng Ah Seng

Divisional Director/Human Resources
– Mr Tan Seng Hua



An apprentice at the Precision Optics Training Centre

Divisional Director/Instructional Media
- Mr Wong Nyip Toong

Divisional Director/Instructor Training
- Mr Young Pak Nang

Divisional Director/Planning and
Development
- Mr Ho Yoke Sie

Divisional Director/Research and Testing
- Mrs Anna Hee

Divisional Director/Training
- Mr Tham Kin Foon

*Official Address and
Telecommunication Access
Numbers:*

Vocational and Industrial Training Board
PSA Building
460 Alexandra Road
#28-00
Singapore 0511

Tel : 7757800
Telefax : 2731372
Telebox : GVT 480
Telex : RS 50195 VITB



NTC-2 Tool & Die Making trainees checking the final product of an injection mould

C O N T E N T S



An ITC Electro-Mechanical Engineering trainee diagnosing faults on a robot-based equipment.



NTC-2 Electronics Servicing (Video Equipment) trainees using test instruments to correct faults.

REPORT OF THE CHAIRMAN 8-11

TRAINING OPERATIONS 12-26

Full-Time Training

Intake
Progression and Attrition
Enrolment
Output

Continuing Education and Training

Industrial Skills Courses
Customised Courses
Continuing Education Courses
Business Studies Courses
BEST
WISE
Industry-Based Training
Training of Industry Trainers

Tests and Examinations

DEVELOPMENT 28-33

New Strategic Developments

Perception Study on Vocational Training
Apprenticeship System
Training Institute Advisory Committees
New Intake Strategies
VITB Strategic Plan

Certification

Certification of Service Skills
NTC-1 Training
Tests and Examinations System

Curriculum and Instructional Media

Development

Physical Resource Development

Physical Development

Computerisation

Human Resource Management and Development

SUPPORT FUNCTIONS 34-36

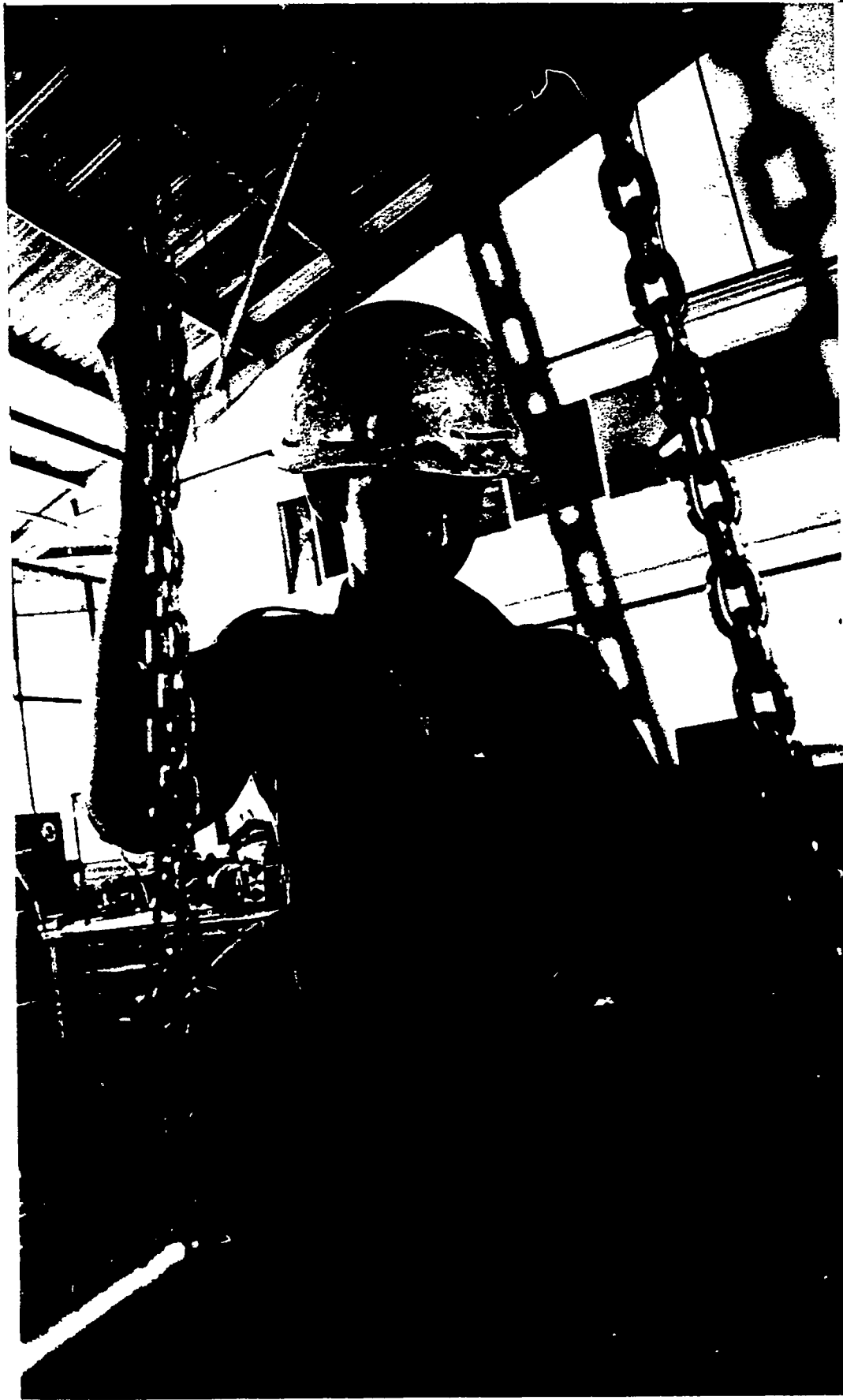
Promotion and External Relations
Productivity Movement in VITB
Expenditure

STATEMENT OF ACCOUNTS 38-53

ANNEXES 54-72

TABLES AND CHARTS

| | | |
|---------|--|----|
| Table 1 | Institutional Training Performance Indicators | 12 |
| Table 2 | Categories of School Leavers Admitted in FY 89 | 14 |
| Table 3 | Attrition by Level of Course | 15 |
| Table 4 | CET Programmes Total Intake | 18 |
| Table 5 | BEST Intake | 22 |
| Table 6 | WISE Intake | 23 |
| Table 7 | Participation in Industry Trainer Programmes | 24 |
| Table 8 | Candidature by Level of Test | 26 |
| Chart A | Full-Time Intake by Level of Course | 13 |
| Chart B | Average Enrolment by Level of Course | 16 |
| Chart C | Output by Level of Course | 17 |
| Chart D | Industrial Skills Courses Intake | 19 |
| Chart E | CET Courses Intake | 20 |
| Chart F | Apprenticeship Programme | 23 |
| Chart G | Tests and Examinations Candidature | 25 |



The NTC-3 Marine Fitting course is conducted at the Jurong Vocational Institute

BEST COPY AVAILABLE

R E P O R T O F T H E C H A I R M A N



Dr Tay Eng Soon

In FY 89, the attention of VITB was focused on the qualitative improvement of its vocational training system. On the operational side, the Board substantially achieved the targets set for both full-time courses and Continuing Education and Training Programmes.

FOCUS FOR FY 89

Several significant issues were addressed by the Board in FY 89 in its continuing efforts to achieve excellence in vocational training. The issues included the VITB image, training needs, physical development, intake policies and linkages with the community. The following are the strategic studies undertaken and initiatives introduced:

- Study to better understand the public perception and the image of vocational training in Singapore;
- Study to strengthen apprenticeship in Singapore;
- Inauguration of Training Institute Advisory Committees to strengthen the linkage of training institutes with the Community;
- Extension of national certification to the retail sales, travel & tourism and health care industries; and
- Development of new training institutes.

Perception Study on Vocational Training

VITB has been getting mixed signals from the public about its image. While employers generally have high regard for the skilled workers trained by VITB, some parents had objected to their children attending vocational training. In order to adequately address the 'image' problem, the Board commissioned an external consultant in October 1989 to undertake a perception study on vocational training.

The study analysed the perception that different population groups have on vocational training offered by VITB, its educational value, its courses, its facilities and its trainees. The study also probed into the reasons why some school leavers did not join VITB training or left VITB courses prematurely.

While the findings of the study indicated an overall positive image on vocational training provided by VITB, the study revealed that some sectors of the public have a low opinion of VITB trainees. They perceive VITB trainees as being undisciplined and unruly. The detailed analysis of the findings showed that these opinions are held by people who do not have children in VITB courses and do not have direct contact with VITB. Their opinions on VITB trainees appear not to be based on factual information but on presumption, i.e. they are prejudiced views. This is most unfortunate as these opinions are not fair to the vast majority of VITB trainees who are hardworking and serious-minded. The wrong perception can affect the morale of VITB trainees, as well as deter school leavers from joining vocational training.

Based on the findings of the study, the Board will be working out promotion strategies to bridge the information gap. The use of mass media to promote vocational training will be fully explored.

Strengthening Apprenticeship

Over the years, the Board has concentrated on building up its full-time training system in preparing school leavers to meet the national skilled manpower needs. Employers have come

to rely on VITB and other public training institutions to provide the skilled manpower they need.

As there are limitations in the ability of the full-time training system to attract more school leavers, a Task Force was formed in September 1989 to examine the scope and potential of apprenticeship in Singapore.

The Task Force recommended the following measures to enhance the existing apprenticeship system:

- To incorporate academic studies to ensure a better educated and more trainable and adaptable workforce;
- To certify the pedagogic competence of industry trainers to ensure quality and creditable training; and
- To establish a more equitable basis for cost sharing by both the Skills Development Fund and employers in funding apprenticeship.

Detailed action plans will be formulated by VITB to launch and promote the new apprenticeship system. It is hoped that with the improvements made, VITB will be able to attract some 2,500 school leavers into apprenticeship annually, as against the present intake of 1,500.

Training Institute Advisory Committees

One way of building up VITB's image is through fostering a closer linkage between the training institutes and the community. To establish this, four VITB institutes formed Training Institute Advisory Committees (TIACs) in February 1990. More TIACs will be formed in FY 90.

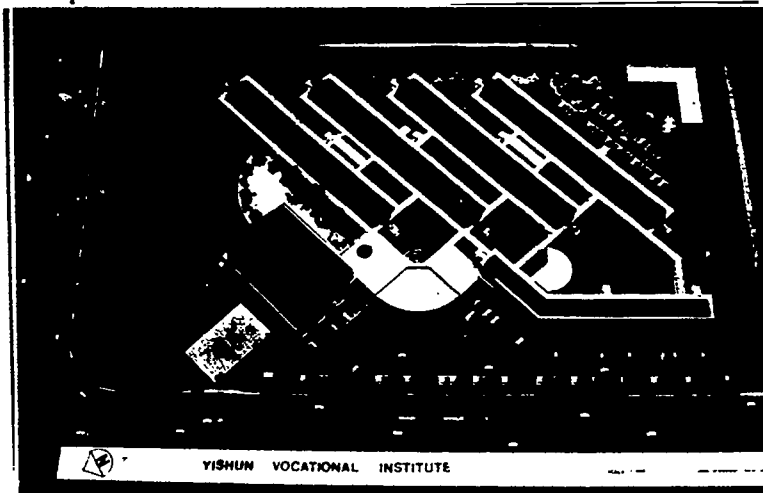
The first task of the TIACs is to foster a close link between the VITB institutes and the community. The TIACs can help the VITB to convey the important role it is playing in training young people and school leavers.

The TIAC's second task is to help establish a link between employers and VITB institutes. The TIACs, which have as members, businessmen, professionals and community leaders, will provide feedback on training needs and relevancy of VITB training.



Top: Dr Tay Eng Soon delivering a speech at the Joint VITB/NPB Forum on Certification of Service Skills. With formal training, worker productivity will increase and higher satisfaction from customers can be expected.

Below: Members of four Training Institute Advisory Committees appointed for Ang Mo Kio, Bedok, Bukit Merah and Jurong Vocational Institutes at the inauguration ceremony.



A model of the vocational institute at Yishun. The institute is expected to receive its first intake of trainees in January 1993.

Certification of Service Skills

Under the recently established national framework for certification of service skills, the first certification and training scheme for the Retail Sales Assistants was successfully launched in July 1989. Two other important service sectors which have significant impact on the economy of Singapore, namely the Travel & Tourism and Health Care sectors had also been identified for certification. The skills standards for the training and certification of Travel Assistants, Clinic Assistants and Private Hospital Ward Assistants had been completed and the training programmes are expected to be launched by the respective Lead Industry Bodies in FY 90. It is projected that these new certification schemes for the service sectors will train about 1,000 workers a year.

Physical Development

During FY 89, VITB received formal approval from the Government to develop three new training institutes under its Phase Two Development Programme. The three new institutes, to be located at Yishun, Bishan and Ayer Rajah, will be developed at a total estimated project cost of \$84.7m.

VITB will also develop its new Headquarters Building at Ayer Rajah together with the new training institute as an integrated project.

The completion of these new training institutes by 1992/93, will further enhance the quality of vocational training facilities for school leavers.

TRAINING OF SCHOOL LEAVERS

Operationally, the full-time trainee enrolment has stabilised in FY 89, at 17,000 trainees. The intake of 9,333 school leavers in FY 89 was marginally (1%) lower than the target set for the year. A total of 7,536 trainees completed their training, 9% higher than in FY 88. In particular, there were 32% more Industrial Technician Certificate and 50% more National Trade Certificate Grade 2 graduates due to the expansion of these courses in recent years.

The Revised Vocational Training System (RVTS) for primary school leavers was implemented in 1989. It has attracted more school leavers for vocational training. Under the RVTS, about 86% of the Primary 8 Extended (P8E) and 92% of the Primary 8 Monolingual (P8M) school leavers enrolled for Basic Vocational Training in the January 1990 intake. These intake rates exceeded the set targets of 83% for P8E and 86% for P8M school leavers. The Board will closely monitor the progression of these school leavers and evaluate the effectiveness of the RVTS in FY 90.

A Joint Intake Exercise (JIE) was introduced in March 1990 to streamline the intake procedures for GCE 'O' school leavers who are interested in pursuing vocational training in VITB and other training institutions, including the Approved Training Centres from the industry. Under the JIE, school leavers are given full information on vocational training opportunities. They can, based on their eligibility, choose up to ten different vocational training courses and institutions in a single application form. The JIE is convenient to the school leavers and assists them to decide on the range of vocational training courses available.

CONTINUING EDUCATION AND TRAINING OF WORKERS

The total intake of 96,687 for the Continuing Education and Training (CET) programmes in FY 89 was 10% lower than the intake of 107,378 in FY 88 and 1% above the target of 95,400.

With some 63% of the target pool of 225,000 workers already enrolled for the Basic Education for Skills Training (BEST) worker education programme, it is increasingly more difficult to reach the remaining pool of workers. The intake for the BEST Programme was 28,659 as against the target of 32,000.

The Worker Improvement through Secondary Education (WISE) Programme continued to receive strong support from workers. The intake in FY 89 was 21,140 as against the target of 16,000. As at the end of the FY, 22% of the target pool of 122,000 workers had participated in the WISE Programme.

On skills training, the part-time evening courses under the Modular Skills Training (MOST) Scheme were extended to the weekends to meet the needs of shift workers. The intake of industrial skills courses increased by 8%, from 17,299 in FY 88 to 18,737 in FY 89.

CONCLUSION

A key factor in the economic development of Singapore has been the availability of an educated and skilled workforce. Not only do new entrants to the job market need to be trained but existing workers also need retraining and upgrading. VITB will face an increasingly vital and challenging role in manpower training in years ahead. To succeed, we need the support of employers and unions. To further improve the quality of our workforce and to maintain Singapore's competitiveness in the global market, VITB will have to ensure that there is a wide range of high quality and relevant training opportunities for both school leavers and workers. Quality in vocational training is something the Board must constantly strive for.



Board Visit to companies in the retail sector: Dr Tay Eng Soon touring Yaohan Orchard Department Store.

ACKNOWLEDGEMENTS

I wish to thank the Director and staff of VITB for the achievements in FY 89. Many thanks also go to Board Members and members of Training Advisory and other Committees for their valuable contributions.

I would also like to record my thanks and appreciation to Mr Takayoshi Katsuyama, who left the Board during the year.

DR TAY ENG SOON

Chairman

T R A I N I N G O P E R A T I O N S

FULL-TIME TRAINING

The Board offered full-time training at seven levels in FY 89. They were:

| Level | Duration & Entry Qualifications |
|--|---|
| Diploma in Applied Arts | Three-year programmes for General Certificate of Education 'Ordinary' (GCE 'O') level entrants. |
| Industrial Technician Certificate (ITC) | Two-year programmes for GCE 'O' level entrants. |
| Certificate in Business Studies (CBS) | Two-year programmes for GCE 'O' level entrants. |
| National Trade Certificate Grade 2 (NTC-2) | Two-year programmes for GCE 'O' and good General Certificate of Education 'Normal' (GCE 'N') level entrants. |
| Certificate in Office Skills (COS) | One-year programme for GCE 'O' and GCE 'N' level entrants. |
| National Trade Certificate Grade 3 (NTC-3) | <p>One-year programme for entrants completing Secondary 4 Normal (S4N).</p> <p>Two-year programme, of which Basic Vocational Training (BVT) forms the first year, for Primary 8 Extended (P8E), Primary 6 Normal (P6N) and Secondary 1 to 3 school leavers.</p> <p>Three-years programme, of which BVT forms the first two years, for Primary 8 Monolingual (P8M) entrants.</p> |
| Certificate of Vocational Training (CoVT) | <p>Two-year programme, of which BVT (Non-Technical Option) forms the first year and followed by company-based training in the second year, for P8E and P6N female school leavers.</p> <p>Three-year programme, of which BVT (Non-Technical Option) forms the first two years followed by company-based training in the third year for P8M female school leavers.</p> |

The 47 full-time courses offered by the Board and the 15 VITB training institutes offering full-time training courses during FY 89 are shown at Annexes A and B respectively.

The main indicators of performance for full-time institutional training in FY 89 are given in Table 1.

Table 1 - Institutional Training Performance Indicators

| Indicator | FY 88 | FY 89 | % Change |
|-------------------|--------|--------|----------|
| Intake | 10,139 | 9,333 | -8 |
| Average Enrolment | 17,170 | 17,213 | 0 |
| Output | 6,917 | 7,536 | 9 |



ITC Electro-Mechanical Engineering course covers subjects such as Microprocessor Applications, Industrial Control & Systems, Process Instrumentation & Control and Industrial Fluid Powe



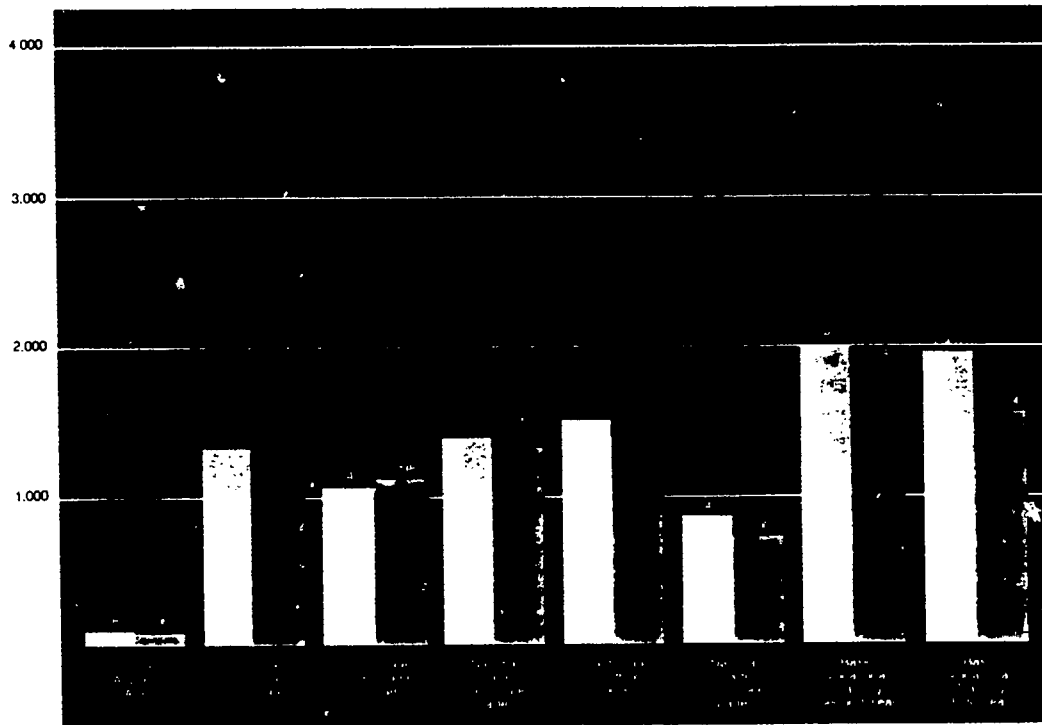
Basic Vocational Training Second Year (Non-technical Option) trainees learn to take care of babies and children

intake

The Board achieved an intake of 9,333 in FY 89. This was 8% below the FY 88 intake. The lower intake was mainly attributed to fewer primary school leavers in FY 89 for vocational training. The number of primary school leavers dropped from 4,256 in FY 88 to 3,526 in FY 89.

With the improvement in the education system, it is envisaged that the number of primary school leavers will continue to decrease over the next few years. The Board has to adjust its full-time training places in accordance with the output of school leavers. The FY 89 intake, by level of course, is indicated in Chart A.

Chart A — Full-time Intake by Level of Course



FY 88 Total: 10,139

FY 89 Total: 9,333

*Formerly called the Preliminary Certificate in Business Studies.

The breakdown of the intake by category of school leavers in FY 89 is shown in Table 2. Except for the GCE 'O' group, the intake rates

for all other categories of school leavers exceeded the targets set.

Table 2 - Categories of School Leavers Admitted in FY 89

| Category of Intake | Number of School Leavers | Target Intake Rate (%) | No Admitted | Intake Rate Achieved in FY 89 (%) |
|---|--------------------------|------------------------|--------------|-----------------------------------|
| General Certificate of Education 'Ordinary' | *13,738 | 38 | 4,618 | 34 |
| General Certificate of Education 'Normal' | 1,970 | 50 | 1,058 | 54 |
| Secondary 1 to 3 | 1,600 | 21 | 521 | 33 |
| Primary 6 Normal Primary 8 Extended | 1,725 | 83 | 1,485 | 86 |
| Primary 8 Monolingual | 1,801 | 86 | 1,651 | 92 |
| Total: | 20,834 | 46 | 9,333 | 45 |

*Excluding those admitted to 'A' level and the polytechnics.

The Revised Vocational Training System (RVTS), introduced by the Board in January 1989, attracted more primary school leavers to take up vocational training. The intake rates of P8E/P6N and P8M school leavers for BVT training exceeded the targets set by 3% and 6% respectively.

The interest of GCE 'O' and 'N' school leavers for vocational training dropped slightly in FY 89. Some 10,000 secondary school leavers eligible for vocational training did not take up the Board's offer of training places. New strategies would be developed to attract this pool of school leavers for full-time vocational training or other alternative training programmes, including

apprenticeship, industry-based training and part-time Continuing Education and Training Programmes.



VITB conducts three Electronics Servicing courses at the NTC-2 level - Digital Equipment, Video Equipment and Electronics Instrumentation

Progression and Attrition

The introduction of the RVTS and the strengthening of counselling services in the training institutes helped to sustain a high trainee progression rate and reduced the attrition rate in FY 89. In December 1989, 2,890 BVT trainees

progressed to NTC-3 and CoVT training, representing a progression rate of 92%. The overall attrition rate for all courses in FY 89 was 16% which was 1% below FY 88. The NTC-3 courses registered the greatest improvement in attrition rate, by 7%. The attrition rates by level of courses are given in Table 3.

Table 3 – Attrition by Level of Course

| Level of Course | FY 88 | FY 89 | % Change |
|---------------------------------------|-------|-------|----------|
| Diploma in Applied Arts | 4 | 4 | 0 |
| Industrial Technician Certificate | 14 | 14 | 0 |
| Certificate in Business Studies | 19 | 15 | -4 |
| National Trade Certificate Grade 2 | 13 | 14 | 1 |
| Certificate in Office Skills | 12 | 11 | -1 |
| National Trade Certificate Grade 3 | 23 | 16 | -7 |
| Certificate of Vocational Training | - | 3 | - |
| Basic Vocational Training Second year | 20 | 20 | 0 |
| Basic Vocational Training First year | 15 | 14 | -1 |
| Overall: | 17 | 16 | -1 |

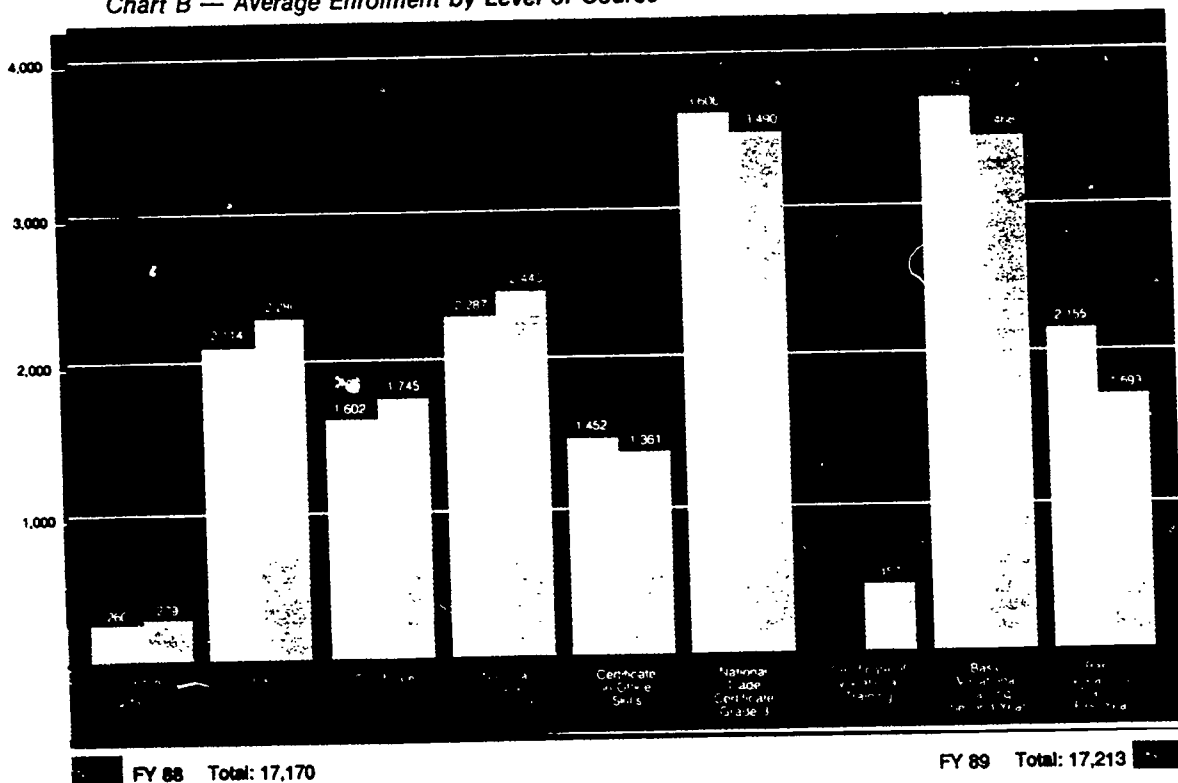


Enrolment

The FY 89 average enrolment of 17,213 was marginally higher than the FY 88 average enrolment of 17,170. Except for the BVT-First and Second Year enrolments which were affected by the fewer number of primary school

VITB Open House. Visitors listening to a trainee explaining his project

Chart B — Average Enrolment by Level of Course



Visit of Mendaki-Ministry of Education Joint Committee officials to VITB. Mr Sidek Saniff, Chairman of the Committee, observing BVT trainees at work at the Ang Mo Kio Vocational Institute.

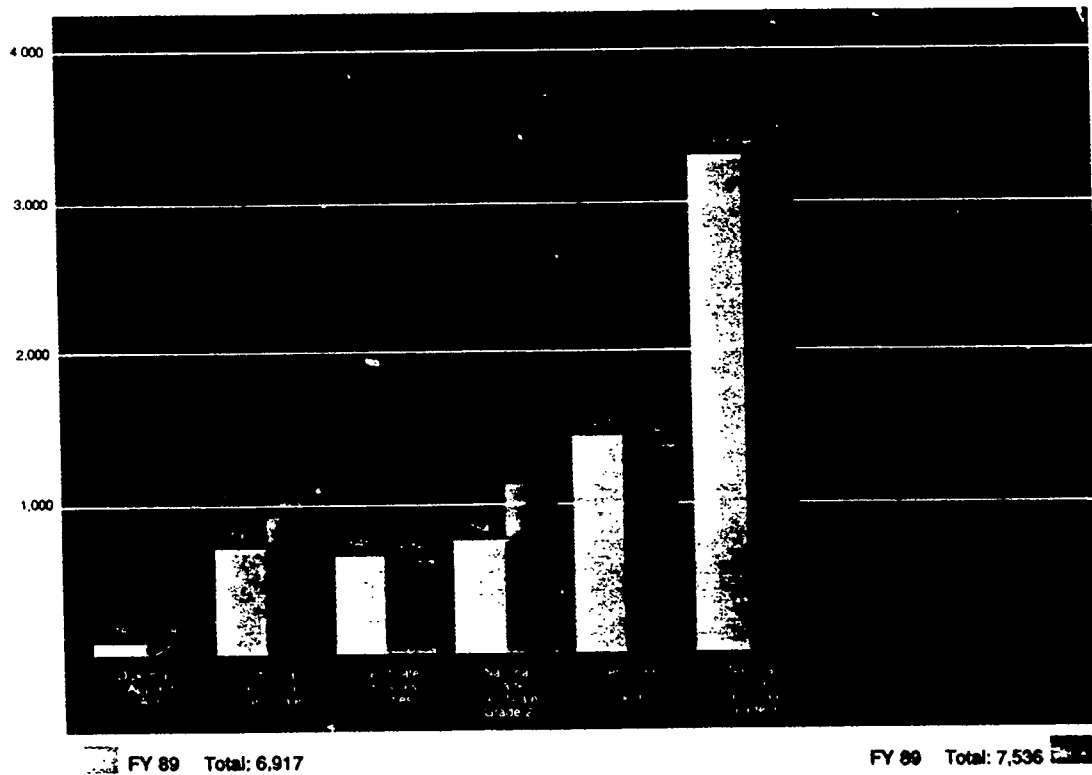
leavers, and the COS and NTC-3 enrolments, the other levels of training registered increases in their enrolments over those of FY 88. The average enrolment by level of course is given in Chart B.

Secondary school leavers constituted more than half (51%) of the total enrolment in FY 89. Many of these secondary school leavers have potential to advance further in vocational training. The Board would examine the progression system so as to ensure that there are adequate upgrading opportunities for VITB graduates to achieve the highest levels of skills.

Output

A total of 7,536 trainees completed their training

Chart C — Output by Level of Course



in FY 89. This was 9% higher than FY 88's output. The outputs for ITC and NTC-2 courses increased substantially due to the expansion of intakes for these courses two years ago. The output by level of course is given in Chart C.

CONTINUING EDUCATION AND TRAINING

The Continuing Education and Training (CET) programmes offered by VITB comprised the programmes which were funded directly by the Board like the Industrial Skills courses, the Business Studies courses, the Continuing Education courses and the Industry-Based Training programmes, and the Worker Education Programmes which were funded by the Skills Development Fund (SDF).



NTC-2 Electronics Servicing (Electronics Instrumentation) trainees

The total intake for all CET programmes in FY 89 is shown in Table 4.

Table 4 – Continuing Education and Training Programmes Total Intake

| Programme | FY 88 | FY 89 | % Change |
|---|----------------|---------------|------------|
| VITB's CET Programmes | | | |
| Industrial Skills (including MOST) | 17,299 | 18,737 | 8 |
| Customised Courses | 1,090 | 2,109 | 93 |
| Continuing Education | 24,498 | 22,073 | -10 |
| Business Studies | 3,013 | 1,287 | -57 |
| Sub-Total: | 45,900 | 44,206 | -4 |
| Industry-Based Training* (IBT) | | | |
| Apprentices | 1,524 | 1,446 | -5 |
| Other IBT Trainees | 373 | 1,236 | 231 |
| Sub-Total: | 1,897 | 2,682 | 41 |
| Worker Education Programmes | | | |
| Basic Education for Skills Training (BEST) | 37,541 | 28,659 | -24 |
| Worker Improvement through Secondary Education (WISE) | 22,040 | 21,140 | -4 |
| Sub-Total: | 59,581 | 49,799 | -16 |
| Grand-Total: | 107,378 | 96,687 | -10 |

*IBT trainees refer to trainees who are enrolled in a VITB-Industry Training Scheme or an industry/company programme approved by VITB

The FY 89 total intake of 96,687 was 10% less than FY 88.

Industrial Skills Courses

The main categories of Industrial Skills courses offered by VITB were:

- ITC courses:
- NTC-2, NTC-3 and Certificate of Competency (CoC) courses; and

- Non-Certification Vocational Skills courses.

The intake for FY 89 for the Industrial Skills courses was 18,737, 8% higher than FY 88. Please see Chart D.

BEST COPY AVAILABLE

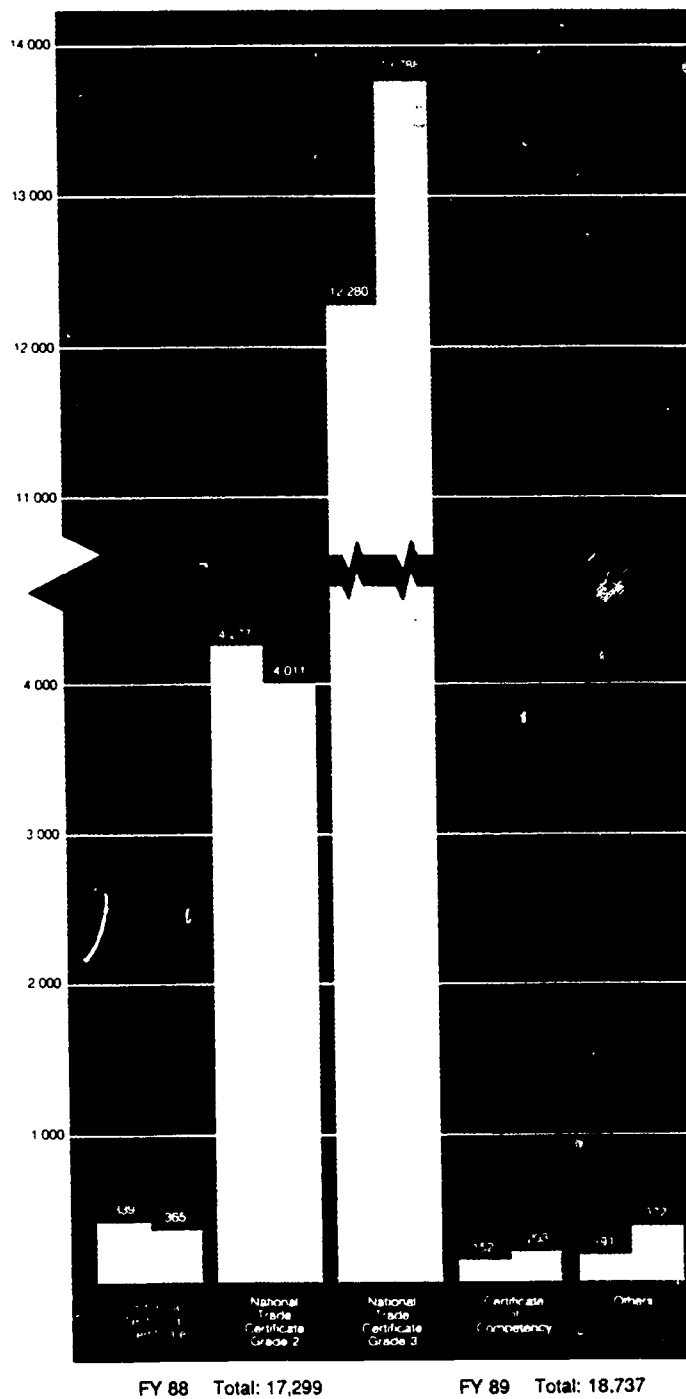


Top NTC-2 Tool & Die Making graduates work as machinists, machine setters and tool & die makers

Centre ITC Mechanical & Electrical Drafting & Design trainees checking out some data on the computer

Below Maintenance Fitting trainees changing the gears of a machine

Chart D — Industrial Skills Courses Intake





Top: On-line registration: Registration clerks at a training institute keying in data of applicants of MOST courses

Below: Electronics Servicing graduates work as servicing technicians, production technicians, line technicians and sales representatives.

The increase in intake for the Industrial Skills courses was attributed to the intensive promotion of the Modular Skills Training (MOST) Scheme which attracted a good response from workers for the part-time NTC-3 training, and the introduction of weekend courses under the MOST Scheme to cater to the needs of shift workers who were unable to attend the weekday evening classes. Some 1,182 weekend training places in five NTC-3 courses were taken up in FY 89.

To encourage workers to further upgrade their skills, the Board would introduce more NTC-2 part-time courses under the MOST Scheme in FY 90. The Board would also expand the weekend courses if there is continuing demand.

Customised Courses

Customised courses were organised at the specific request of employers and tailored to the needs of their workers. A total of 121 customised courses were mounted for 2,109 workers from 148 companies in FY 89. This was an increase of 93 percent over FY 88.

Continuing Education Courses

The intake for Continuing Education courses in FY 89 was 22,073, 10% lower than the FY 88 intake. The shortfall was mainly attributed to the improved performance of students in the schools and the introduction of the WISE Programme, thus lowering the demand for those Continuing Education courses as shown in **Chart E**.

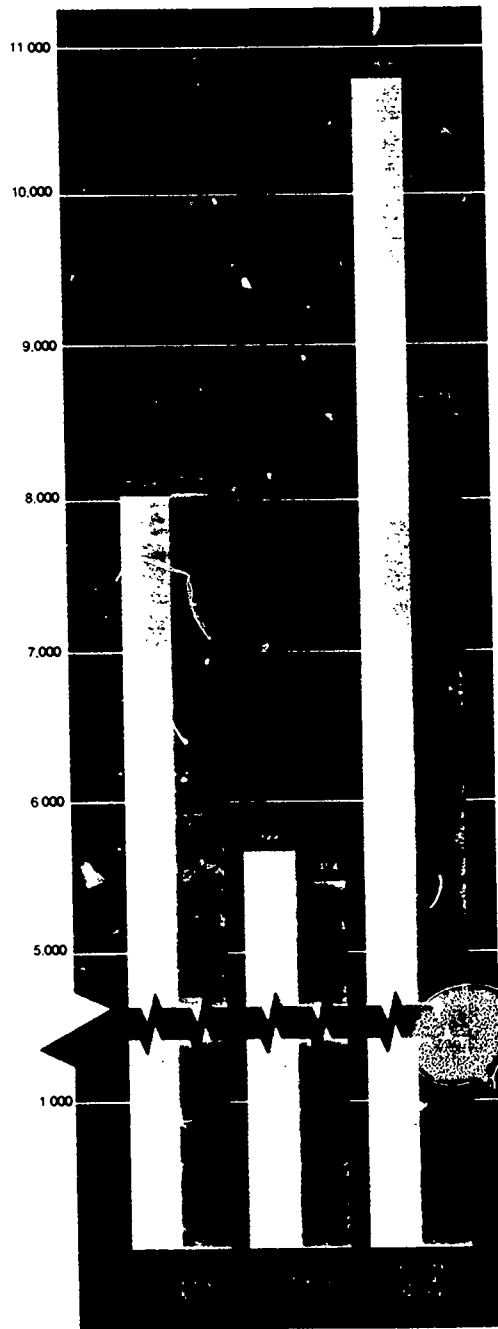
Business Studies Courses

The London Chamber of Commerce (LCC) courses were offered for the last time, as planned, in July 1989 with a total intake of 1,287. This was 57% less than in FY 88.

BEST

The intake for the BEST Programme for FY 89 was 28,659. This was 24% lower than the FY 88 intake.

Chart E — Continuing Education Courses Intake



FY 88 Total: 24,498

FY 89 Total: 22,073



Top. NTC-2 Architectural Drafting and NTC-2 Civil/Structural Drafting courses are conducted at the McNair Vocational Institute

Below The VITB offers two courses at the Certificate in Business Studies programme to develop trainees into competent accounts or secretarial support persons

The Programme, in its seventh year of implementation, was experiencing difficulty in maintaining its intake target with the dwindling pool of workers who need BEST. The remaining pool also needed more encouragement and persuasion to join. The Board would develop new strategies and intensify its efforts to promote the Programme in FY 90.

As at end of FY 89, 140,909 workers had attended one or more modules of BEST since its

inception. This represented 63% of the target pool of 225,000 workers. Of these 140,909 workers, 32,954 or 23% had passed Module 4 in English Language or Mathematics or both. The cumulative number of BEST graduates who enrolled for skills training and/or further education, including the WISE Programme as at end of FY 89 was 7,768.

The FY 89 BEST intake by type of centre is shown in Table 5.

Table 5 – BEST Intake

| Type of Centre | FY 88 | FY 89 | % Change |
|--------------------|---------------|---------------|------------|
| In-company Centres | 16,905 | 12,932 | -24 |
| NTUC/PAP Centres | 11,852 | 7,448 | -37 |
| VITB Centres | 8,784 | 8,279 | -6 |
| Total: | 37,541 | 28,659 | -24 |



WISE

The WISE Programme, launched in September 1987 for some 122,000 workers without secondary education, continued to receive strong support in FY 89 especially from in-company centres. The FY 89 intake of 21,140 was only marginally (4%) lower than the 22,040 achieved in FY 88.

As at end of FY 89, a total of 26,397 workers had participated in the WISE Programme since its inception. This formed about 22% of the targeted pool of 122,000 workers for the WISE Programme.

The FY 89 WISE intake by type of centre is shown in Table 6.

Mr Mah Bow Tan, the Guest-of-Honour at the Ninth BEST and WISE Graduation Ceremony, presenting an award to a company representative

Table 6 – WISE Intake

| Type of Centre | FY 88 | FY 89 | % Change |
|--------------------|---------------|---------------|-----------|
| In-company Centres | 9,679 | 8,451 | -13 |
| NTUC/PAP Centres | 3,733 | 3,554 | -5 |
| VITB Centres | 8,628 | 9,135 | 6 |
| Total: | 22,040 | 21,140 | -4 |

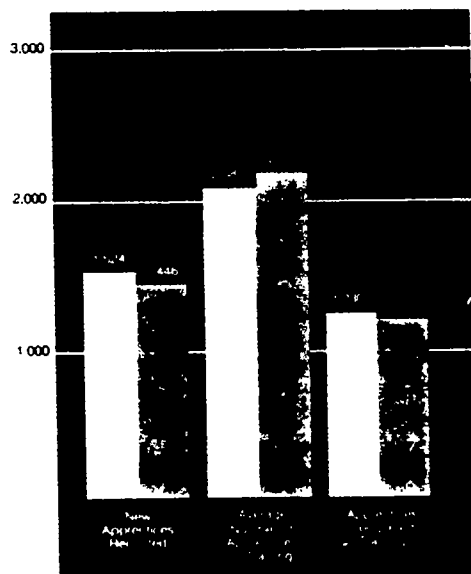
Industry-Based Training

The IBT comprised apprenticeship and other in-company or work-based training programmes. In FY 89, the total intake for the IBT Schemes was 2,682. This was 41% more than the total intake in FY 88. The increase was due to the introduction of the Work-Based Programme in January 1990 for trainees who

had completed the BVT Second Year (Non-technical Option) training in the vocational institutes. These trainees had to undergo a one-year Work-Based Programme in selected companies to qualify for the Certificate of Vocational Training (CoVT).

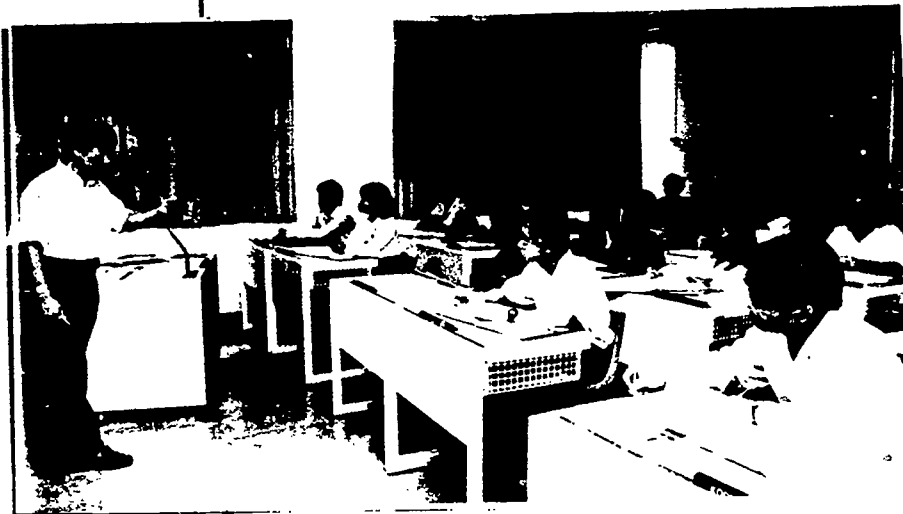
The principal performance indicators for apprenticeship are shown in Chart F.

Chart F – Apprenticeship Programme



An apprentice at Rockwell International doing maintenance work on a machine

BEST COPY AVAILABLE



A course for industry trainers being conducted at the Centre of Vocational Training

A total of 1,446 new apprentices registered for apprenticeship in FY 89. Of this number, 1,161 attended training in 22 Approved Training Centres (ATCs). The major sectors that supported apprenticeship in FY 89 were the hotel services, transport, precision engineering, shipbuilding/repair and printing industries.

Four establishments, Singapore Footwear Merchants' Association, Singapore Retail Merchants' Association, Toppan Printing Company Pte Ltd and Koda Company Pte Ltd were given ATC status by the Board in FY 89.

One ATC ceased operation in July 1989. The total number of ATCs increased from 33 in FY 88 to 36 in FY 89.

Training of Industry Trainers

Five series of short training courses were offered by the Board for trainers in the industry. Besides the regular programmes on Instructional Techniques for Line Managers, Test Construction, Course Design & Curriculum Development for Skills Training and Workshop on Effective Use of Audio-Visual Equipment for Training, a new programme on DACUM (Develop a Curriculum) Process was introduced in FY 89.

The response of industry trainers for the short training courses offered in FY 89 is given in Table 7.

More training programmes would be introduced by the Board in FY 90 to upgrade the competency of the industry trainers. Ultimately, all ATCs and companies wishing to participate in the apprenticeship scheme must have sufficient numbers of qualified trainers and supervisors to conduct the training.

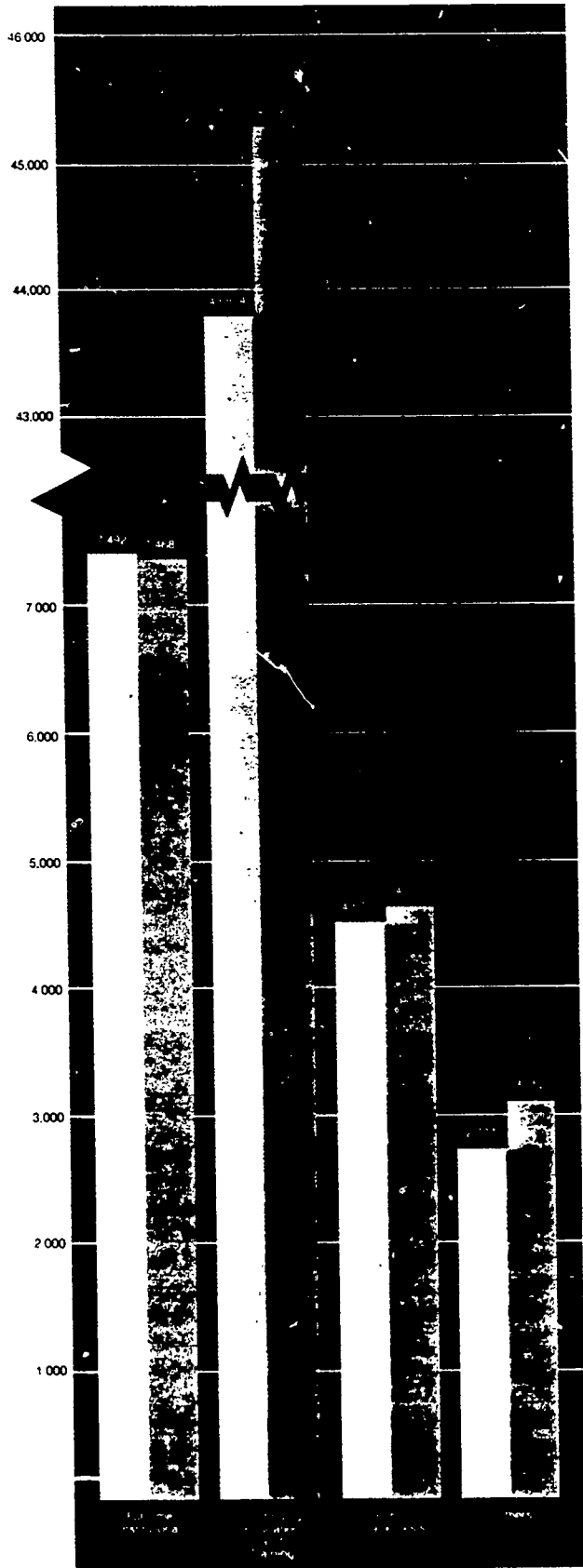
TESTS AND EXAMINATIONS

The overall candidature for tests and examinations conducted by the Board in FY 89 is given in Chart G.

Table 7 - Participation in Industry Trainer Programmes

| Course | FY 88 | FY 89 | % Change |
|--|------------|------------|-----------|
| Instructional Techniques for Line Managers | 36 | 33 | -8 |
| Test Construction | 68 | 57 | -16 |
| Course Design & Curriculum Development for Skills Training | 30 | 40 | 33 |
| Workshop on Effective Use of Audio-Visual Equipment for Training | 9 | 5 | -44 |
| DACUM Process | 13 | 13 | 0 |
| Total: | 156 | 148 | -5 |

Chart G - Tests & Examinations Candidature



FY 88 Total: 58,715 FY 89 Total: 60,712



Top An apprentice being tested on his milling skills



Below A public trade test candidate taking the NTC-3 Motor Vehicle Mechanics test

The distribution of candidates by level of test/examination is shown in Table 8.

Table 8 – Candidature by Level of Test

| Level of Test | FY 88 | FY 89 | % Change |
|---|---------------|---------------|----------|
| Diploma in Applied Arts | 80 | 81 | 1 |
| Industrial Technician Certificate | 1,437 | 1,544 | 7 |
| Certificate in Business Studies | 779 | 729 | -6 |
| Certificate in Office Skills | 1,590 | 1,435 | -10 |
| National Trade Certificate Grade 1 | 14 | 21 | 50 |
| National Trade Certificate Grade 2 (including MOST) | 3,627 | 4,928 | 36 |
| National Trade Certificate Grade 3 (including MOST) | 15,957 | 18,099 | 13 |
| Certificate of Competency | 199 | 296 | 49 |
| Worker Education (BEST & WISE) | 32,776 | 31,149 | -5 |
| Continuing Education | 1,439 | 1,203 | -16 |
| Others | 817 | 1,227 | 50 |
| Total: | 58,715 | 60,712 | 3 |

A total of 60,712 candidates sat for tests and examinations conducted by VITB in FY 89. This represented an increase of 3% over the FY 88 figure.

The candidature for full-time tests remained the same as in FY 88. They achieved an overall pass rate of 92% in FY 89. This was 2% better than in FY 88.

The candidature for CET tests in FY 89 also increased by 3% over the FY 88 candidature. This was attributed to the introduction of more NTC-2 and NTC-3 Module Certificate Tests in FY 89.

The overall pass rate for the CET candidature in FY 89 was 84%, an improvement of 1% over the

pass rate achieved in FY 88.

The number of candidates who took the public trade tests at the NTC-2, NTC-3 and CoC levels was 4,707. This was 3% higher than the FY 88 candidature. The number of foreign workers who sat for the public trade tests increased significantly, from 1,900 in FY 88 to 2,598 in FY 89.

The candidature for other tests and examinations in FY 89 increased by 14%, from 2,777 in FY 88 to 3,152 in FY 89. This increase was attributed mainly to the sharp increase in candidature for Skill Evaluation Tests. The number of applicants for the three-year work permit, permanent residence and marriage approval increased from 786 in FY 88 to 1,227 in FY 89.



Graduates of the Certificate in Business Studies (Accounting) course work as accounts clerks, audit clerks and cost clerks

DEVELOPMENT



Mr Lee Keh Sai, Deputy Chairman, VITB and Dr Law Song Seng, at the signing of the consultancy agreement with M/s Regional Development Consortium for the development of a new training institute at Yishun.

NEW STRATEGIC DEVELOPMENTS

Perception Study on Vocational Training

In October 1989, VITB commissioned M/s Forbes Management Consultants to conduct a perception study on vocational training. The objective of the study was to find out the general perception of school leavers, their parents and teachers on vocational training. The study, completed in March 1990, revealed that while the population groups recognised the high educational value of vocational training and the professionalism of the VITB training staff, there was a negative perception of vocational institute trainees. At year-end, VITB was meeting selected groups of persons involved in the study to formulate effective strategies to enhance the public image of vocational training so as to attract more school leavers to enrol for vocational training.

Apprenticeship System

The Board had thus far concentrated its major effort on full-time institutional training to prepare new entrants for the skilled workforce. Employers have come to rely on VITB and other public training institutions to provide the skilled manpower they need. As there are limitations in the ability of the full-time training system to attract more school leavers and to match the diverse manpower need of the industry,

employers must be encouraged to provide more skills training programmes for their workers. There is scope and potential in expanding apprenticeship in Singapore. It can meet the needs of school leavers who prefer to "earn as they learn".

A Task Force on Apprenticeship was formed in September 1989 to examine how apprenticeship could be further expanded and improved to complement the full-time institutional training system. The following measures were recommended:

- To incorporate academic studies into apprenticeship programmes to ensure a better educated, more trainable and adaptable workforce;
- To certify the pedagogic competence of industry trainers to ensure quality and creditable training; and
- To establish a more equitable basis for cost sharing by both SDF and employers in funding apprenticeship.

The Board will formulate an action plan to launch and promote the new apprenticeship system in FY 90. It is projected that with the improvements made, the Board would be able to attract some 2,500 school leavers into apprenticeship annually, as against the present intake of 1,500.

Training Institute Advisory Committees (TIAC)

With the primary aim of fostering closer linkage between VITB training institutes and the community, four institutes, the Ang Mo Kio, Bedok, Bukit Merah and Jurong Vocational Institutes formed Training Institute Advisory Committees (TIACs) in February 1990. Four more training institutes, the Clementi Institute of Commerce, Pasir Panjang Vocational Institute, Singapore Technical Institute and the Singapore Vocational Institute would be forming their TIACs in July 1990.

New Intake Strategies

A Joint Intake Exercise (JIE) was launched in March 1990 to allow GCE 'O' school leavers to apply for courses offered by VITB, the Economic Development Board, the Construction Industry

Training Centre and Approved Training Centres. Targeted mainly at GCE 'O' school leavers who are not eligible for courses offered under the Joint Admissions Exercise (JAE), the JIE enabled applicants to apply for courses offered by the various institutions using only one application form.

A total of 2,670 applications (14% of the pool of GCE 'O' school leavers who were not eligible for JAE) was received and processed under the first JIE in FY 89. Of these, 2,472 or 93%, were for VITB courses and the remaining were for courses offered by the other institutions. Although the JIE did not improve the intake rate of GCE 'O' level school leavers for VITB skills training courses substantially (4%), it is convenient to the school leavers and assists them to decide on the range of vocational training courses available.

VITB Strategic Plan

The VITB Strategic Plan (1988-92) progressed well in FY 89. The Strategic Plan, endorsed by the Board in May 1988 to achieve Excellence in Vocational Training, comprised the following six strategic recommendations:

- In-Service Pedagogic Training of Trainers;
- Appointment of Deputy Training Managers;
- Basic Textbooks for Lower-Level Courses;
- Flexible Approach to Teaching and Learning English Language and Mathematics;
- Institute Self-Appraisal System; and
- Computerisation of VITB Institutes and their Linkage with the Headquarters.

Some 400 training staff (28% of the total training staff) participated in ten in-service courses to upgrade and update their pedagogic skills in FY 89. A group of seven training staff attended a nine-month "Professional Certificate in Vocational Administration" course. The course provided them with the necessary skills to manage a training institute.

Three basic textbooks for the NTC-3 Metal Machining course were developed and distributed to about 1,000 trainees in January 1990. The Flexible Approach to Teaching & Learning English Language and Mathematics was also adopted for the lower-level courses.



Top: An in-service course on the Production of Audio Visual Materials being conducted at the Centre of Vocational Training

Below: Dr Law Song Seng and other VITB officials at a press conference to launch the Joint Intake Exercise

Trainees were grouped and advanced according to their individual ability in English Language and Mathematics.

The Institute Self-Appraisal System was implemented in the training institutes. The institutes set their goals to promote and improve vocational training.

The project on computerisation of the institutes and linkage with the Headquarters Management Information System was initiated. A sum of \$1.42m was approved for the Board to upgrade/acquire the hardware and to develop the application systems.



Dr Law Song Seng, speaking at the Forum on Certification of Service Skills held on 29 June 1989.



An ITC Mechanical Engineering trainee checking the programme of a CNC Machining Centre.

CERTIFICATION

Certification of Service Skills

Following the establishment of the national framework for the certification of service skills in FY 88, the first certification and training scheme for the Retail Sales Assistants, leading to the award of the Certificate in Retailing (Sales & Customer Service), was launched in July 1989 by the Singapore Retail Merchants Association. Two other service sectors which have impact on the economy of Singapore were also identified for certification under the framework. They were the Travel & Tourism and Health Care sectors. At the close of the FY, the draft skills standards for the training and certification of travel assistants, clinic assistants and private hospital ward assistants had been completed.

NTC-1 Training

A new NTC-1 in Food Preparation was launched by the Singapore Hotel Association Technical & Education Centre in FY 89. Another two NTC-1 programmes, in Precision Optics and Precision Engineering (Machining Technology), will be launched in FY 90.

Tests and Examinations System

To improve the quality of the tests and examinations conducted by VITB and to enhance VITB's credibility as a national trade testing agency, efforts were made to upgrade

the professional competency of the Tests and Examinations staff.

An in-service course in Achievement Testing was mounted in FY 89 for 21 professional staff from the Curriculum Development, Research and Testing and Instructor Training Divisions. The objective of the course was to equip the staff with professional skills and knowledge in assessment techniques and test construction.

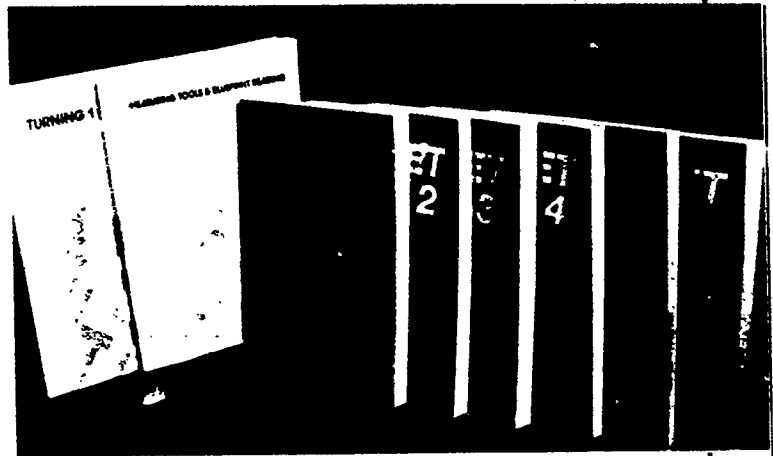
Two staff from the Research and Testing Division were selected for an 11-week attachment at City & Guilds of London Institute (CGLI), UK, to study the management of its item bank system. They have since completed their attachment and will work towards the establishment of item banking, including the training of item writers and test paper moderators.

CURRICULUM AND INSTRUCTIONAL MEDIA DEVELOPMENT

The BVT First and Second Year training programmes, implemented in January 1989, were monitored and refined after one cycle of implementation. The curriculum for the Work-Based Programme, comprising two components, day-release institutional training and work-based training, was implemented in January 1990.

The development of Science, English Language and Mathematics curricula for VITB trainees progressed smoothly. The Science programme will be implemented for BVT First Year trainees. A Science textbook has been developed to support this programme. Three textbooks on Vocational Mathematics programme were also developed and were used by the BVT trainees. Two additional textbooks for the English Language series were developed providing a total of seven levels of English Language textbooks for VITB trainees under the flexible approach to teaching and learning English Language.

Computerisation of the Centre of Vocational Training (CVT) Library operations was completed. The CVT Library is now linked to the Singapore Integrated Library Automation Service (SILAS). With this linkage, users are now able to check resources available at other major libraries in Singapore.



Top: VITB textbooks for trainees: The COMET series are English Language textbooks for full-time trainees. Textbooks on trade areas have also been developed.

Below: A CVT Seminar on the Vocational Training and Social System of Germany conducted by Mr Jurgen Egert, Chairman of the Committee for Labour and Social Affairs, Germany.



PHYSICAL RESOURCE DEVELOPMENT

Physical Development

In FY 89, the Board received formal approval from the Government to develop three new training institutes under its Phase Two Development Programme (1988 - 1992). The three new institutes, to be located at Yishun, Bishan and Ayer Rajah, will be developed at a total estimated project cost of \$84.7m.

The Board has also decided to re-develop its Headquarters at the existing Ayer Rajah site. It will be developed as an integrated project with the approved new Technical Institute.

Some 580 NTC-3 training places were converted to NTC-2 training in the electrical and electronic trades in FY 89. With the decrease in the lower level school leavers and the strong demand for higher level electrical and electronic courses, both for full-time training and CET, more NTC-3 training places will be converted to higher level training in FY 90.

Computerisation

In FY 89, the Government approved a sum of \$3.56m for the Board to carry out its Phase II Management Implementation System (MIS)



Top: CVT Library Loan materials are computerised

Below: Dr Tay Eng Soon presenting an award to Mr Lee Fook Kee at the Tenth Long Service Awards Presentation Ceremony

Computerisation Project. Under this Project, the Board's mainframe hardware will be upgraded to support the new application systems required. The operation of the training institutes will also be computerised and linked to the HQ MIS.

The total number of application systems developed under the MIS as at end of FY was 50, which was about half of the number of application systems required.

HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

The approved establishment for FY 89 was 2,221 posts comprising 1 515 training and 706 non-training posts. With the resignation and retirement of training staff in the trade areas with excess capacity and the closure of the former Mountbatten Vocational Institute, the Board was able to do away with 40 training and four non-training posts from the FY 88 approved establishment of 2,265.

The actual staff strength as at March 1990 was 2,134, comprising 1,456 training staff and 678 non-training staff.

A total of 127 staff, comprising 64 training staff and 63 non-training staff, left the service of the Board in FY 89. The overall staff turnover rate was 6%.

On the other hand, 50 new staff, mainly for non-training functions, were recruited in FY 89 to fill critical vacant posts and to meet needs in specialised areas such as computer services, information services, counselling and vocational guidance.

A new security system for the training institutes was pilot-tested in four training institutes and found suitable. The new system relied on physical improvements to the buildings and premises and the installation of security alarms to replace the existing watchman system. The Board would extend the new security system to other training institutes in FY 90.



Third VITB Family Day at the Big Splash: Telematches, lucky draws, a magic show, a swimwear fashion show and other attractions filled the day.

Some 3,400 training placements for VITB staff were implemented in FY 89 at a total training cost of \$2.19m. On the average, each staff received 0.53 man-month of training. The average training expense incurred by the Board per staff was \$1,038.

The major staff training programmes implemented in FY 89 include:

- An Academic Upgrading Programme for certain category of training staff to upgrade their academic competency in English Language, Mathematics and Science;
- The Pedagogic In-Service Courses for training staff to update their delivery skills;
- The Achievement Testing Course for professional HQ staff to upgrade their competency in Test Management; and
- The nine-month full-time Professional Certificate in Vocational Administration course to prepare potential management staff for training institutes.

S U P P O R T F U N C T I O N S

PROMOTION AND EXTERNAL RELATIONS

The Board continued to promote vocational training to the potential pool of students in the schools. The VITB Promotion Officers visited and spoke to the Primary 8 and GCE 'O' school leavers in 146 primary and 127 secondary schools. Briefing sessions were also organised to keep the secondary and primary school principals and teacher co-ordinators informed of the developments in the VITB. Promotional materials for the schools and students were updated, printed and distributed.

To ensure that all future teachers are aware of the training opportunities in VITB, the Board started briefing all final year Institute of Education

trainees in the Diploma and Certificate in Education Programmes.

The Board's training institutes held 'Open House' functions. Schools and members of the public were invited to these functions to enable them to see the training environment and range of courses offered.

Board members and officers, led by Dr Tay Eng Soon, visited firms in the Retail and Design Industries, Industry Training centres and companies participating in the Work-Based Programme.

VITB News, the Board's official newsletter, continued to be published bi-monthly. The Board



The VITB booth at the Career 90 Exhibition at the World Trade Centre. 7-10 March 1990



also published Tomorrow's Workforce for trainees and The Vocational Trainer for staff.

The Board received a number of VIP visitors in the last FY. Among them were Mrs Angelita Sandiford, Chairman of the Apprenticeship Board and wife of the Prime Minister of Barbados, Dr Vaughn Lewis, Director General of the Organisation of Eastern Caribbean States and the Chairman and members of the Public Service Commission.

PRODUCTIVITY MOVEMENT IN VITB

The Productivity Movement within VITB continued its activities under the guidance of the Productivity Steering Committee (PSC) chaired by the Director of VITB. The number of WITs at year-end was 98. The total number of staff members participating in WITs was 684, representing a participation rate of 32%.



Top: Members of the Public Service Commission at the Bedok Vocational Institute.

Below: Mrs Angelita Sandiford (second from left), Chairman of the Apprenticeship Training Board and wife of the Prime Minister of Barbados, looking at BVT trainees at work



Ganbarimasu, a WIT from the Human Resource Division, wins a Triple Gold Award at the Seventh VITB WITs Presentation.



VITB WITs Get-together at the West Coast Park: Teams take part in competitive games that involved WIT strategies.

EXPENDITURE

The expenditure in the VITB Ordinary Budget for FY 89 was:

| | Budgeted S\$'000 | Actual S\$'000 | % Expended |
|-----------------------------|---------------------|-------------------|---------------|
| Expenditure on Manpower | 73,060 | 72,573 | 99 |
| Other Operating Expenditure | 16,690 | 15,943 | 96 |
| Total: | 89,750 | 88,516 | 99 |

The cost of training for full-time trainees in FY 89 was \$4,560 compared with \$4,050 for FY 88. The increase in cost was mainly attributed to higher Expenditure on Manpower costs.

S T A T E M E N T O F A C C O U N T S

Annual Report 89/90

**REPORT OF THE AUDITORS APPOINTED UNDER SECTION 49(1) OF THE
VOCATIONAL AND INDUSTRIAL TRAINING BOARD ACT (CHAPTER 345)**

We have audited the accounts of the Vocational and Industrial Training Board (the Board) set out on pages 39 to 53 in accordance with Statements of Auditing Guideline and Statements of Auditing Practice and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered appropriate in the circumstances.

In our opinion,

- (a) the accounts are properly drawn up in accordance with the provisions of the Vocational and Industrial Training Board Act, (Chapter 345) and the Statements of

Accounting Standard and so as to give a true and fair view of the state of affairs of the Board as at 31 March 1990 and of its income and expenditure and changes in financial position for the year ended on that date;

- (b) proper accounting and other records have been kept; and
- (c) the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Board during the year have been in accordance with the provisions of the Vocational and Industrial Training Board Act (Chapter 345).

Singapore: 29 August 1990

KPMG Peat Marwick
KPMG Peat Marwick
Certified Public Accountants

BALANCE SHEET AS AT 31 MARCH 1990

| | Note | 1990 S\$'000 | 1989 S\$'000 |
|--|------|-----------------------|-----------------------|
| Capital Account | | 12,943 | 12,943 |
| Accumulated Surplus | 3 | 2,263 | 3,358 |
| Deferred Capital Grants | 4 | 124,710 | 125,814 |
| Revolving Fund | 6 | 20,149 | 19,149 |
| Other Funds | 7 | 4,985 | 5,214 |
| | | <u>165,050</u> | <u>166,508</u> |
| Represented by: | | | |
| Fixed Assets | 10 | 137,805 | 138,959 |
| Housing, vehicle, computer and renovation loans (receivable after one year) | | 13,803 | 14,919 |
| Current Assets | | | |
| Stocks | | 282 | 342 |
| Sundry debtors and prepayments | 11 | 1,306 | 989 |
| Housing, vehicle, computer and renovation loans (receivable within one year) | | 1,738 | 1,741 |
| Fixed deposits | | 8,437 | 3,746 |
| Cash and bank balances | | 7,217 | 10,568 |
| | | <u>18,980</u> | <u>17,386</u> |
| Less: | | | |
| Current Liabilities | | | |
| Sundry creditors and accruals | 12 | 5,538 | 4,756 |
| Net Current Assets | | 13,442 | 12,630 |
| | | <u>165,050</u> | <u>166,508</u> |



DR TAY ENG SOON
Chairman



DR LAW SONG SENG
Director

* Notes set out on pages 42 to 53 form part of these accounts

**STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 MARCH 1990**

| | Note | 1990 S\$'000 | 1989 S\$'000 |
|--|-------|-----------------|-----------------|
| Operating Income | | | |
| Course fees | | 5,537 | 5,854 |
| Other income | 13 | 2,023 | 1,613 |
| | | <u>7,560</u> | <u>7,467</u> |
| Operating Expenditure | | | |
| Auditors' remuneration | | 36 | 33 |
| Expenditure on manpower | | 72,573 | 66,451 |
| Depreciation | 10(b) | 8,194 | 8,269 |
| Fixed assets written off | 10(c) | 62 | 4,520 |
| Training tools and materials | | 2,662 | 2,188 |
| Other supplies and materials | | 1,456 | 1,333 |
| Rental of premises | | 2,086 | 2,285 |
| Maintenance | | 2,333 | 1,748 |
| Public utilities | | 1,312 | 1,398 |
| Grant-in-aid | | 1,816 | 1,659 |
| Staff benefits | | 1,487 | 1,303 |
| Staff training and development | | 457 | 401 |
| Subsidies for reservists on apprenticeship | | 381 | 596 |
| Trainee benefits | | 338 | 335 |
| Publication and publicity materials | | 227 | 210 |
| Travelling and communications | | 589 | 462 |
| Consultancy services | | 372 | 227 |
| Tests and examinations | | 223 | 207 |
| Other expenditure | 14 | 471 | 403 |
| | | <u>97,075</u> | <u>94,028</u> |
| Operating Deficit | | (89,515) | (86,561) |
| Non-operating income | | | |
| Interest income | | 1,395 | 1,342 |
| Deficit before Government Grants | | (88,120) | (85,219) |
| Government Grants | | | |
| Operating grants | 5 | 79,801 | 72,839 |
| Deferred capital grants amortised | 4 | 8,256 | 12,789 |
| (Deficit) /Surplus for the year, transferred to accumulated surplus | 3 | <u>(63)</u> | <u>409</u> |

The notes set out on pages 42 to 53 form part of these accounts

**STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEAR ENDED 31 MARCH 1990**

| | 1990 S\$'000 | 1989 S\$'000 |
|--|-----------------|-----------------|
| Source of Funds | | |
| (Deficit)/Surplus for the year | (63) | 409 |
| Adjustments for items not involving the movement of funds: | | |
| Depreciation | 8,194 | 8,269 |
| Fixed assets written off | 62 | 4,520 |
| Deferred capital grants amortised | (8,256) | (12,789) |
| Funds generated from operations | (63) | 409 |
| Deferred capital grants received from government | 7,147 | 2,560 |
| Increase in revolving fund | - | 184 |
| Decrease in housing, vehicle, computer and renovation loans | 1,119 | - |
| Decrease in stocks | 60 | 104 |
| Decrease in sundry debtors and prepayments | - | 1,747 |
| Decrease in fixed deposits | - | 890 |
| Decrease in cash and bank balances | 3,351 | - |
| Increase in sundry creditors and accruals | 782 | - |
| | 12,396 | 5,894 |
| Application of Funds | | |
| Decrease in other funds | 161 | 572 |
| Funds transferred to Boys' Town Vocational Institute | 32 | - |
| Purchase of fixed assets | 7,195 | 2,588 |
| Increase in housing, vehicle, computer and renovation loans | - | 937 |
| Increase in sundry debtors and prepayments | 317 | - |
| Increase in fixed deposits | 4,691 | - |
| Increase in cash and bank balances | - | 1,356 |
| Decrease in sundry creditors and accruals | - | 441 |
| | 12,396 | 5,894 |

The notes set out on pages 42 to 53 form part of these accounts.

NOTES ON THE ACCOUNTS – 31 MARCH 1990

These notes form an integral part of and should be read in conjunction with the accompanying accounts.

1. *Principal Activities*

The Vocational and Industrial Training Board was established by the Vocational and Industrial Training Board Act (Chapter 345).

The principal activities of the Board are the development, promotion and conduct of vocational training programmes for school leavers and continuing education and training programmes for upgrading and retraining of the existing workforce. There has been no fundamental change in the nature of the activities of the Board during the year.

2. *Summary of Significant Accounting Policies*

(a) Basis of Accounting

The financial statements have been prepared on the historical cost convention modified by valuations of donated assets.

(b) Fund Accounting

In order to observe the limitations and restrictions placed on the use of fund resources available to the Board, the fund accounts of the Board are maintained in accordance with the principles of Fund Accounting. Under fund accounting, the resources of the Board are classified for accounting and reporting purposes into funds in accordance with specified activities or objectives

Under the fund accounting principles

- (i) separate records are kept for assets, income and expenditure of each fund;
- (ii) income (except for interest income of revolving fund which is reflected in the Board's statement of income and expenditure) and expenditure relating to the fund are taken direct to the fund; and

- (iii) expenditure on fixed assets is capitalised and depreciated over their useful lives. Depreciation is charged direct to the fund.

(c) Income and Expenditure

Income and expenditure relating to the main operations of the Board are accounted for through the Board's statement of income and expenditure.

(d) Grants

Government grants received for the acquisition of the Board's non-depreciable assets are taken into the Capital Account. The Capital Account also includes non-depreciable assets transferred from the former Adult Education Board and Industrial Training Board arising from the Board's establishment.

Government grants, contributions from other organisations for the purchase of depreciable assets and depreciable donated assets are taken to the Deferred Capital Grants Account. The deferred grants are recognised in the Board's statement of income and expenditure over the periods necessary to match the depreciation of the assets purchased with the related grants

Grants to meet current year's operating expenses are recognised as income in the same year.

(e) Fixed Assets and Depreciation

Freehold land is stated at cost and no depreciation is provided

All other fixed assets are stated at cost or valuation placed by the suppliers on the donated assets. Depreciation is provided on the straight-line basis over the estimated useful lives of these assets or the period of the leases as follows

- Freehold buildings
– 50 years
- Leasehold land
– 25 to 30 years

Leasehold buildings

- 25 to 30 years

Machinery and equipment

- 6 to 10 years

Fixtures, fittings and office equipment

- 6 to 10 years

Motor vehicles

- 8 years

Renovation cost on rented premises

- 5 years

Capital expenditure of less than S\$500 each incurred by the Board is expensed in the Board's statement of income and

expenditure in the year of purchase.

Donated assets with valuations of less than S\$10,000 are capitalised at S\$1 and those valued at S\$10,000 and above are capitalised at the stated valuations placed by the suppliers.

(f) Stocks

Stocks are stated at cost and provision for obsolescence is made when considered necessary. They are held for the Board's own use and are expensed in the statement of income and expenditure upon issue from the main stores.

3. Accumulated Surplus

| | 1990 S\$'000 | 1989 S\$'000 |
|---|-----------------|-----------------|
| Balance at beginning of the year | 3,358 | 2,981 |
| (Deficit)/Surplus for the year | (63) | 409 |
| Transfer to revolving fund [note 3(a) & 6] | (1,000) | (32) |
| Transfer to Boys' Town Vocational Institute [note 3(a)] | (32) | - |
| | <u>2,263</u> | <u>3,358</u> |
| Balance at end of the year | <u>2,263</u> | <u>3,358</u> |

(a) With the Ministry of Finance's approval, these funds were transferred to the Revolving Fund and Boys' Town Vocational Institute to provide for operating funds:

(b) Of the S\$2,263,000 (1989: S\$3,358,000) in the Accumulated Surplus, S\$282,000 (1989: S\$342,000) has been expended in the purchase of stocks.

4. Deferred Capital Grants

| | 1990 S\$'000 | 1989 S\$'000 |
|---|-----------------|-----------------|
| Balance at beginning of the year | 125,814 | 136,049 |
| Grants received for capital expenditure and development projects | 7,147 | 2,560 |
| Others | 5 | (6) |
| | <u>132,966</u> | <u>138,603</u> |
| Transfer to statement of income and expenditure | (8,256) | (12,789) |
| Balance at end of the year | <u>124,710</u> | <u>125,814</u> |
| Total deferred capital grants received since establishment comprise: | | |
| (a) Depreciable fixed assets transferred from Adult Education Board and Industrial Training Board | 31,804 | 31,804 |
| Grants received for capital expenditure | 6,598 | 6,046 |
| Grants received for development projects | 152,766 | 146,218 |
| | <u>191,168</u> | <u>184,068</u> |
| (b) Donations from non-government entities | <u>140</u> | <u>140</u> |

5. Operating Grants

| | 1990 S\$'000 | 1989 S\$'000 |
|--|------------------------|------------------------|
| Total operating grants received at beginning of the year since establishment | 543,258 | 470,419 |
| Operating grants received during the year | 79,801 | 72,839 |
| Total operating grants received since establishment | <u><u>623,059</u></u> | <u><u>543,258</u></u> |

6. Revolving Fund

The fund was established to provide housing, computer, vehicle and renovation loans to staff. Interest income of this fund is taken to

the Board's statement of income and expenditure.

| | 1990 S\$'000 | 1989 S\$'000 |
|---|------------------------|------------------------|
| Balance at beginning of the year | 19,149 | 18,931 |
| Grants received during the year | - | 260 |
| Funds transferred from accumulated surplus (note 3) | 1,000 | 32 |
| | <u>20,149</u> | <u>19,223</u> |
| Expenditure incurred during the year | - | (74) |
| Balance at end of the year | <u><u>20,149</u></u> | <u><u>19,149</u></u> |

Represented by:

Current Assets

| | | |
|------------------------|----------------------|----------------------|
| Staff loans | 15,541 | 16,660 |
| Fixed deposits | 3,100 | 800 |
| Cash and bank balances | 1,508 | 1,711 |
| | <u>20,149</u> | <u>19,171</u> |
| Less: | | |
| Current Liability | | |
| Creditors | - | (22) |
| Net Current Assets | <u><u>20,149</u></u> | <u><u>19,149</u></u> |

7. Other Funds

Other funds are represented mainly by cash at banks and fixed deposits. Assets and liabilities of these funds are consolidated into the balance sheet. These funds are described below:

(a) Staff Training Fund

The fund was established to provide for training of staff both locally and abroad.

The fund is utilised whenever the expenditure for staff training exceeded the amount provided under the operating budget. Grants from Skills Development Fund are taken up as income. In the Board's statement of income and expenditure and related staff training expenses are charged to the Board's statement of income and expenditure.

(b) Vocational and Industrial Training Promotion (VITP) Fund

The fund was established to receive public and miscellaneous contributions to promote vocational and industrial training by providing training equipment, facilities, curriculum, vocational guidance, publicity, staff development and any other necessary assistance to trainees.

(c) Research in Vocational Education and Training (RVET) Fund

The fund was established to promote research in vocational education and training including the conduct of seminars and workshops.

(d) Basic Education for Skills Training (BEST) Fund

The fund was established to receive monies from the Skills Development Fund for the implementation of the BEST programme, which is entrusted to the Board. The fund is used principally to reimburse participating companies and organisations for the cost of setting up in-house training facilities, and to cover course development and administrative expenditure.

(e) Worker Improvement through Secondary Education (WISE) Fund

The fund was established to receive monies from the Skills Development Fund for the implementation of the WISE programme, a post-BEST programme, offering adult secondary education leading up to General Certificate of Education (Normal) Level.

(f) Institute Fund

The fund was established to receive supplementary fees paid by trainees and is used mainly to promote their welfare activities.

(g) Trainee Scholarships and Bursaries Fund

The fund comprises donations from the public for the award of scholarships and bursaries to trainees.

(h) Miscellaneous Funds

Miscellaneous funds consist of the Ceremony Fund, Singapore-Japan Scholarship Fund and the TOTE Trainee Project Fund.

(i) Other funds are summarised as follows:

| 1990 | Staff Training Fund | VITP Fund | RVET Fund | BEST Fund (note 8) | WISE Fund (note 9) | Institute Fund | Trainee Scholarships and Bursaries Fund | Miscellaneous Funds | Total |
|--|---------------------|--------------|------------|--------------------|--------------------|----------------|---|---------------------|--------------|
| | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 |
| Balance, 1 April 1989 | 888 | 1,292 | 181 | 424 | 992 | 922 | 414 | 131 | 5,244 |
| Income received/earned during the year | 42 | 135 | 8 | 2,047 | 2,706 | 478 | 106 | 166 | 5,688 |
| | 930 | 1,427 | 189 | 2,471 | 3,698 | 1400 | 520 | 297 | 10,932 |
| Expenditure incurred during the year | (117) | (82) | (1) | (2,118) | (3,023) | (426) | (111) | (69) | (5,947) |
| Balance, 31 March 1990 | 813 | 1,345 | 188 | 353 | 675 | 974 | 409 | 228 | 4,985 |
| Represented by: | | | | | | | | | |
| Fixed assets | - | - | 5 | 20 | 39 | 83 | - | - | 147 |
| Current assets: | | | | | | | | | |
| Debtors | - | 44 | - | - | - | 2 | - | - | 46 |
| Interest receivable | 9 | 16 | 1 | - | 1 | 2 | 28 | 1 | 58 |
| Fixed deposits | 800 | 1,270 | 178 | - | 400 | 237 | 343 | 109 | 3,337 |
| Cash | 4 | 15 | 4 | 346 | 244 | 679 | 38 | 118 | 1,448 |
| | 813 | 1,345 | 183 | 346 | 645 | 920 | 409 | 228 | 4,889 |
| Less Current liability Creditors | - | - | - | (13) | (9) | (29) | - | - | (51) |
| Net current assets | 813 | 1,345 | 183 | 333 | 636 | 891 | 409 | 228 | 4,838 |
| | 813 | 1,345 | 188 | 353 | 675 | 974 | 409 | 228 | 4,985 |

| 1989 | Staff Training Fund | VITP Fund | RVET Fund | BEST Fund (note 8) | WISE Fund (note 9) | Institute Fund | Trainee Scholarships and Bursaries Fund | Miscellaneous Funds | Total |
|--|---------------------|--------------|------------|--------------------|--------------------|----------------|---|---------------------|--------------|
| | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 |
| Balance, 1 April 1988 | 940 | 1,277 | 180 | 560 | 1,448 | 829 | 532 | 133 | 5,899 |
| Income received/earned during the year | 34 | 152 | 7 | 1,994 | 1,935 | 373 | 114 | 122 | 4,731 |
| Expenditure incurred during the year | 974 | 1,429 | 187 | 2,554 | 3,383 | 1,202 | 646 | 255 | 10,630 |
| | (86) | (137) | (6) | (2,130) | (2,391) | (280) | (232) | (124) | (5,386) |
| Balance, 31 March 1989 | 888 | 1,292 | 181 | 424 | 992 | 922 | 414 | 131 | 5,244 |
| Represented by: | | | | | | | | | |
| Fixed assets | - | - | 6 | 64 | 53 | 78 | - | - | 201 |
| Current assets | | | | | | | | | |
| Debtors | - | - | - | 626 | - | 1 | - | - | 627 |
| Interest receivable | 9 | 14 | 2 | - | - | 2 | 2 | - | 29 |
| Fixed deposits | 800 | 1,200 | 154 | - | 350 | 226 | 201 | 15 | 2,946 |
| Cash | 81 | 79 | 19 | 46 | 623 | 643 | 211 | 116 | 1,818 |
| | 890 | 1,293 | 175 | 672 | 973 | 872 | 414 | 131 | 5,420 |
| Less: | | | | | | | | | |
| Current liability | | | | | | | | | |
| Creditors | (2) | (1) | - | (312) | (34) | (28) | - | - | (377) |
| Net current assets | 888 | 1,292 | 175 | 360 | 939 | 844 | 414 | 131 | 5,043 |
| | 888 | 1,292 | 181 | 424 | 992 | 922 | 414 | 131 | 5,244 |

8. **BEST Fund:**

| | 1990 S\$'000 | 1989 S\$'000 |
|----------------------------------|------------------------|------------------------|
| Balance at beginning of the year | 424 | 560 |
| Income: | | |
| Grants from SDF | 1,846 | 1,870 |
| Interest income | 15 | 8 |
| Miscellaneous | 186 | 116 |
| Total income for the year | 2,047 | 1,994 |
| Expenditure: | | |
| Capital and training grants | 1,095 | 1,022 |
| Expenditure on manpower | 609 | 575 |
| Instructional materials | 105 | 202 |
| Promotion and development | 111 | 139 |
| Grants for purchase of equipment | 15 | 31 |
| Training of BEST teachers | 38 | 56 |
| Depreciation | 43 | 47 |
| Printing and stationery | 32 | 27 |
| Miscellaneous | 70 | 31 |
| Total expenditure for the year | 2,118 | 2,130 |
| Balance at end of the year | 353 | 424 |

| 9. WISE Fund: | 1990 S\$'000 | 1989 S\$'000 |
|----------------------------------|------------------------|------------------------|
| Balance at beginning of the year | 992 | 1,448 |
| Income: | | |
| Grants from SDF | 2,403 | 1,662 |
| Interest income | 22 | 35 |
| Miscellaneous | 281 | 238 |
| Total income for the year | 2,706 | 1,935 |
| Expenditure: | | |
| Capital and training grants | 2,270 | 1,567 |
| Expenditure on manpower | 302 | 372 |
| Instructional materials | 147 | 125 |
| Promotion and development | 120 | 86 |
| Training of WISE teachers | 30 | 150 |
| Depreciation | 14 | 14 |
| Printing and stationery | 28 | 35 |
| Miscellaneous | 112 | 42 |
| Total expenditure for the year | 3,023 | 2,391 |
| Balance at end of the year | 675 | 992 |

10. Fixed Assets

(a) Fixed assets comprise:

| 1990 | Free- hold land | Lease- hold land | Free- hold- build- ings | Lease- hold- build- ings | Renova- tion cost on rented premises | Machinery and equipment | Fixtures, fittings and office equipment | Motor vehicles | Construc- tion in progress | Total |
|--|-----------------------|------------------------|----------------------------------|-----------------------------------|--|-------------------------------|---|-------------------|----------------------------------|----------------|
| | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 | S\$'000 |
| Cost/Valuation | | | | | | | | | | |
| Cost | 12,943 | 8,131 | 57,087 | 57,966 | 696 | 41,163 | 6,971 | 187 | 102 | 185,246 |
| Valuation-donated | - | - | - | - | - | 140 | - | - | - | 140 |
| Balance, 1 April 1989 | 12,943 | 8,131 | 57,087 | 57,966 | 696 | 41,303 | 6,971 | 187 | 102 | 185,386 |
| Additions | - | - | 535 | 269 | 1 | 1,772 | 592 | - | 4,026 | 7,195 |
| Disposals | - | - | - | - | - | (922) | (251) | - | - | (1,173) |
| Balance, 31 March 1990 | 12,943 | 8,131 | 57,622 | 58,235 | 697 | 42,153 | 7,312 | 187 | 4,128 | 191,408 |
| Accumulated Depreciation | | | | | | | | | | |
| Balance, 1 April 1989 | - | 2,038 | 8,193 | 8,022 | 227 | 24,000 | 3,840 | 107 | - | 46,427 |
| Charge for the year | - | 275 | 1,201 | 2,247 | 139 | 3,520 | 888 | 22 | - | 8,292 |
| Disposals | - | - | - | - | - | (891) | (225) | - | - | (1,116) |
| Balance, 31 March 1990 | - | 2,313 | 9,394 | 10,269 | 366 | 26,629 | 4,503 | 129 | - | 53,603 |
| Depreciation for the year ended 31 March 1989 | - | 276 | 1,190 | 2,230 | 139 | 3,654 | 840 | 22 | - | 8,351 |
| Net Book Value | | | | | | | | | | |
| Balance 31 March 1990 | 12,943 | 5,818 | 48,228 | 47,966 | 331 | 15,524 | 2,809 | 58 | 4,128 | 137,805 |
| Balance, 31 March 1989 | 12,943 | 6,093 | 48,894 | 49,944 | 469 | 17,303 | 3,131 | 80 | 102 | 138,959 |

(b) Depreciation

| | 1990 S\$'000 | 1989 S\$'000 |
|---|-----------------|-----------------|
| Depreciation charged to: | | |
| - Board's statement of income and expenditure | 8,194 | 8,269 |
| - Specific fund account | 98 | 82 |
| | <u>8,292</u> | <u>8,351</u> |

(c) Fixed assets written off during 1989 comprised mainly the net book value of the redevelopment cost of the National Institute of Commerce building at Prince Edward Road which was returned to the Land Office in 1989.

11. Sundry Debtors and Prepayments

Sundry debtors include grants receivable from the Ministry of Finance:

| | 1990 S\$'000 | 1989 S\$'000 |
|------------------------------|-----------------|-----------------|
| Development grant receivable | <u>1,101</u> | <u>-</u> |

The development grant receivable for the year ended 31 March 1990 is in respect of unbilled services and retention monies due to contractors for the construction of new vocational institutes and the improvement of existing vocational institutes.

12. Sundry Creditors and Accruals

| | 1990 S\$'000 | 1989 S\$'000 |
|--|-----------------|-----------------|
| Deposits | 718 | 169 |
| Accruals for operating expenses | 3,614 | 3,909 |
| Other creditors and accruals for capital expenditure | 253 | 582 |
| Advance fee collection | 953 | 96 |
| | <u>5,538</u> | <u>4,756</u> |

13. Other income

| | 1990 S\$'000 | 1989 S\$'000 |
|---|-----------------|-----------------|
| Other income consists of: | | |
| Rental of premises | 686 | 701 |
| Sales of scrap and training products | 312 | 98 |
| Trade tests and examination fees | 306 | 275 |
| Income from operating accounts on Registration, Continuing Education, etc. | 253 | 148 |
| Provision for expenses no longer required | 197 | 172 |
| Liquidated damages, fines and forfeitures | 175 | 28 |
| Reimbursement from SDF | 68 | 187 |
| Miscellaneous income | 26 | 4 |
| | <u>2,023</u> | <u>1,613</u> |

14. Other Expenditure

| | 1990 S\$'000 | 1989 S\$'000 |
|--------------------------------|-----------------|-----------------|
| Other expenditure consists of: | | |
| Advertisements | 142 | 136 |
| General services | 126 | 164 |
| Research and surveys | 116 | 21 |
| Functions and entertainment | 78 | 74 |
| Miscellaneous | 9 | 8 |
| | <u>471</u> | <u>403</u> |

15. Commitment

Included in construction in progress at balance sheet date is an amount of S\$3,737,549 representing partial payment by the Board for the purchase of 3 parcels of land from the Government for the development of new training institutes at Yishun, Bedok and Clementi. The balance of the purchase price which is the subject of negotiation has not been determined at this stage.

In addition to the above, as at 31 March 1990, the Board has commitments in respect of capital expenditure amounting to approximately S\$1.6 million (1989: S\$245,000).

16. Pension

The Board has 37 (1989: 37) pensionable employees of which 22 (1989: 21) has retired who did not opt for transfer to the Central Provident Fund scheme. Accordingly, the Board has a contingent liability in respect

of the pension payable to the 15 (1989: 16) existing pensionable employees and liability in respect of the retired employees under the Pension Act (Chapter 55). No actuarial valuation has been conducted in 1990 in respect of the Board's liability as at 31 March 1990. The last actuarial valuation conducted by an independent professional firm was in 1989 and shows that the Board has a liability of S\$4.9 million. On the basis that pension costs are funded by annual operating grants from the Government, the Board's future obligations for payment of such pension benefits have not been taken up in the accounts and are accounted for as and when payments are made. Pension benefits paid during the year were approximately S\$412,000 (1989: S\$173,000).

17. Comparative Figures

Certain items of the comparatives have been reclassified to conform with current year's presentation.

A N N E X E S

Annex A

Courses Offered by VITB

Full-Time

Diploma in Applied Arts Courses

Graphic Design
Interior Design
Product Design

Industrial Technician Certificate Courses

Electrical Engineering
Electro-Mechanical Engineering
Electronics Engineering
Mechanical & Electrical Drafting & Design
Mechanical Engineering

Business Studies Courses

Certificate in Business Studies – Accounting
Certificate in Business Studies – Secretarial Practice
Certificate in Office Skills

National Trade Certificate Grade 2 Courses

Air-conditioning & Refrigeration Mechanics
Architectural Drafting
Civil/Structural Drafting
Dressmaking
Electrical Fitting & Installation
Electrical Power & Machines
Electro-Mechanical Servicing
Electronics Servicing (Digital Equipment)
Electronics Servicing (Electronics Instrumentation)
Electronics Servicing (Video Equipment)
Hairdressing
Heavy Duty Diesel Mechanics
Maintenance Fitting (General)
Motor Vehicle Mechanics
Precision Machining
Tool & Die Making (Injection Mould)
Tool & Die Making (Press Tool)

National Trade Certificate Grade 3 Courses

Air-conditioning & Refrigeration Mechanics
Building Drafting
Building Servicing
Dressmaking
Electrical Fitting & Installation
Electronics Servicing
Furniture Production
General Welding
Graphic Reproduction
Hairdressing
Heavy Duty Diesel Mechanics
Maintenance Fitting
Marine Fitting
Metal Fabrication
Metal Machining
Motor Vehicle Mechanics
Offset Printing
Upholstery

Basic Vocational Training

Part-Time

Academic Education Courses

Secondary 1 Normal to Pre-University 2
Basic Education for Skills Training (BEST)
Module 1 to Module 4 in
English Language and
Mathematics
Worker Improvement through Secondary Education (WISE) Module 1 to Module 4 in
English Language and
Mathematics

Vocational Skill Development Courses

Industrial Technician Certificate Courses
National Trade Certificate Grade 2 Courses
National Trade Certificate Grade 3 Courses
(Modular Skills Training or MOST)
Certificate of Competency Courses (Modular Skills Training or MOST)
Customised Courses

Annex B

VITB Training Institutes and Centres

Full-Time Institutes/Centres

Ang Mo Kio Vocational Institute
Ang Mo Kio Avenue 5
Singapore 2056

Ayer Rajah Vocational Institute
Vocational Drive
Singapore 0513

Baharuddin Vocational Institute
Stirling Road
Singapore 0314

Bedok Vocational Institute
Chai Chee Street
Singapore 1646

Boys' Town Vocational Institute
Upper Bukit Timah Road
Singapore 2367

Bukit Merah Vocational Institute
Lengkok Bahru
Singapore 0315

Clementi Institute of Commerce
Lempeng Drive
Singapore 0512

Geylang Serai Vocational Institute
Jalan Turi
Singapore 1440

Jurong Vocational Institute
Jalan Boon Lay
Singapore 2261

Kim Keat Vocational Institute
Kim Keat Road
Singapore 1232

McNair Vocational Institute
Towner Road
Singapore 1232

National Institute of Commerce
Cuppage Centre Campus
#09-00
Singapore 0922
55 Cuppage Road
Dakota Crescent Campus
Dakota Crescent
Singapore 1439

Pasir Panjang Vocational Institute
Alexandra Road
Singapore 0511

Singapore Technical Institute
Circuit Campus
Circuit Road
Singapore 1337
Aljunied Campus
Mattar Road
Singapore 1438

Singapore Vocational Institute
Balestier Road
Singapore 1232

Evening & Weekend Centres

Ang Mo Kio Secondary School
Ang Mo Kio Street 22
Singapore 2056

Ang Mo Kio Vocational Institute
Ang Mo Kio Avenue 5
Singapore 2056

Ayer Rajah Vocational Institute
Vocational Drive
Singapore 0513

Baharuddin Vocational Institute
Stirling Road
Singapore 0314

Beatty Primary School
Beatty Road
Singapore 0820

Beatty Secondary School
Toa Payoh North Road
Singapore 1232

Bedok North Secondary School
Bedok North Avenue 3
Singapore 1646

Bedok South Secondary School
Bedok South Avenue 2
Singapore 1646

Bedok Vocational Institute
Chai Chee Street
Singapore 1646

Bendemeer Secondary School
Serangoon Road
Singapore 1232

Boon Lay Secondary School
Jalan Boon Lay
Singapore 2261

Bukit Merah Vocational Institute
Lengkok Bahru
Singapore 0315

Clementi Town Secondary School
Clementi Avenue 3
Singapore 0512

Deyi Secondary School
Ang Mo Kio Street 42
Singapore 2056

East Payoh Secondary School
Lorong 7 Toa Payoh
Singapore 1231

Geylang Serai Vocational Institute
Jalan Turi
Singapore 1440

Henderson Secondary School
Henderson Road
Singapore 0315

Jurong Secondary School
Yuan Ching Road
Singapore 2261

Jurong Vocational Institute
Jalan Boon Lay
Singapore 2261

Kim Keat Vocational Institute
Kim Keat Road
Singapore 1232

MacPherson Secondary School
Circuit Road
Singapore 1337

Mayflower Secondary School
Ang Mo Kio Avenue 3
Singapore 2056

McNair Vocational Institute
Towner Road
Singapore 1232

National Institute of Commerce
Cuppage Centre Campus
#09-00
55 Cuppage Road
Singapore 0922

New Town Secondary School
Queensway
Singapore 0314

Pasir Panjang Vocational Institute
Alexandra Road
Singapore 0511

Queenstown Secondary Technical School
Strathmore Avenue
Singapore 0314

Queensway Secondary School
Margaret Drive
Singapore 0314

Singapore Technical Institute
Circuit Campus
Circuit Road
Singapore 1337
Aljunied Campus
Mattar Road
Singapore 1438

Singapore Vocational Institute
Balestier Road
Singapore 1232

Tampines Secondary School
Tampines St 12
Singapore 1852

Tanglin Technical School
Commonwealth Avenue
Singapore 0314

Tanjong Katong Girls' School
Haig Road
Singapore 1543

Tanjong Katong Secondary Technical School
Tanjong Katong Road
Singapore 1543

Temasek Secondary School
Bedok South Road
Singapore 1646

Tiong Bahru Secondary School
Lower Delta Road
Singapore 0316

Whampoa Secondary School
1 St Wilfrid Road
Singapore 1232

Woodlands Secondary School
Admiralty Road
Singapore 2573

Yishun Town Secondary School
Yishun Street 21
Singapore 2776

Yuying Secondary School
Hougang Avenue 1
Singapore 1953

Annex C

Organisations with VITB Approved Training Centres

| Organisation | Training Centre |
|--|---|
| Borneo Motors (S) Pte Ltd | Borneo Motors Training Centre |
| Cycle & Carriage Industries (1986) Pte Ltd | Cycle & Carriage Industries Training Centre |
| Electronics Industries Training Centre (ELITC) | Electronics Industries Training Centre (ELITC) |
| Far East Levingston Shipbuilding Ltd (FELS) | FELS Training Centre |
| Fujitec Singapore Corporation Ltd | Fujitec Training Centre |
| Koda Woodcraft Pte Ltd | Koda Woodcraft Training Centre |
| Metal Containers Ltd | Metal Containers Training Centre |
| Performance Motors Ltd | Performance Motors Training Centre at Kampong Arang Road |
| Port of Singapore Authority (PSA) | PSA Technical Training Section PSA Operations Training Centre |
| Precision Optics Training Centre Pte Ltd | Precision Optics Training Centre |
| Public Utilities Board (PUB) | PUB Technical Training School |
| Republic of Singapore Navy (RSN) | RSN Naval Technical Training School (NTTS) |
| Scantrans Pte Ltd | Scantrans Training Centre |
| SDC Training Centre Pte Ltd | SDC Training Centre |
| Sembawang Shipyard Ltd | Sembawang Shipyard Training Centre |
| SHATEC Services Pte Ltd | Singapore Hotel Association Training & Educational Centre |
| Singapore Aerospace Technical Training Centre | Singapore Aerospace Engines Singapore Aerospace Systems Singapore Aerospace Engineering |
| Singapore Armed Forces (SAF) | Ordnance Engineering Training Institute (OETI) |

Organisation

Singapore Automotive Engineering
Pte Ltd

Singapore Bus Service (1978) Ltd

Singapore Corporation of
Rehabilitative Enterprises
(SCORE)

Singapore Footwear Merchants
Association

Singapore National Printers Ltd

Singapore Newspaper Services Ltd
(SNS)

Singapore Retail Merchants'
Association

Tan Chong & Sons Motor Co (S)
Pte Ltd

The Restaurant Association of
Singapore

Tien Wah Press Pte Ltd

Toppan Printing Co (S) Pte Ltd

Vicom Pte Ltd

Training Centre

Singapore Automotive Engineering
Training Centre

Singapore Bus Service Training
Centre

SCORE Reformatory Training Centre

SCORE Moon Crescent Centre

SCORE Selarang Park Centre

SCORE Changi Prison Centre

Singapore Footwear Training Centre

Singapore National Printers
Training Centre

SNS Training Centre

SRMA Training Centre

Tan Chong & Sons Motor Training
Centre

The Restaurant Association of
Singapore Training Centre (RASTC)

Tien Wah Press Training Centre

Toppan Printing Company Centre

Vicom Training Centre

Annex D

Public Trade Tests Available

| Trade | Level | |
|--|-------|-------|
| | NTC-2 | NTC-3 |
| Air-Conditioning & Refrigeration Mechanics | • | • |
| Architectural Drafting | • | - |
| Arc Welding | • | • |
| +Automatic Machining (Cam-Operated Lathe) | • | - |
| * Boiler/Pipe Fitting & Servicing | • | • |
| Building Drafting | - | • |
| Civil/Structural Drafting | • | - |
| Dressmaking | • | • |
| Electrical Drafting | • | - |
| Electrical Fitting & Installation | • | • |
| Electrical Power & Machines | • | - |
| Electro-Mechanical Servicing | - | • |
| Electronics Servicing | - | • |
| Electronics Servicing (Digital Equipment) | • | - |
| Electronics Servicing (Television) | • | - |
| Electronics Servicing (Video Equipment) | • | - |
| Furniture Production | • | • |
| Graphic Reproduction | • | • |
| Hairdressing | • | • |
| Heavy Duty Diesel Mechanics | • | • |
| Lift & Escalator Mechanics | • | • |
| Maintenance Fitting (General) | • | • |
| Marine Fitting | • | • |
| * Marine Steelwork | • | • |
| Mechanical & Electrical Drafting | - | • |
| Mechanical Drafting | • | • |
| Men's Tailoring | - | • |
| Metal Fabrication | - | • |
| Metal Machining | • | • |
| Motor Vehicle Mechanics | • | • |
| Offset Printing | • | • |
| Precision Machining (General) | • | - |
| Precision Machining (Grinder) | • | - |
| Precision Machining (Lathe) | • | - |
| Precision Machining (Miller) | • | - |
| Sheetmetal Fabrication | • | • |
| Tool & Die Making (Injection Mould) | • | - |
| Tool & Die Making (Press Tool) | • | - |

Certificate of Competency (CoC)

- Binding & Finishing
- Electrical Wiring
- General Fitting
- Motor Vehicle Electrician's Work
- Panel Beating
- +Vehicle Spray Painting

* For apprentices only
 + Site test only

Annex E

Basic Education Advisory Council as at 31 March 1990

Chairman

Mr Lin Cheng Ton
Director
Manpower Development Division
Economic Development Board

Dr Law Song Seng
Director and Chief Executive Officer
Vocational and Industrial Training Board

Members

Mrs Ang Wai Hoong
Director
Curriculum Development
Institute of Singapore

Mr Param Ajeet Singh Bai
Assistant General Manager
Administration
Singapore Broadcasting Corporation

Mr Chin Chong Cham
Managing Director
Process Equipment Pte Ltd

Dr Sim Wong Kooi
Director
Institute of Education

Mr Goh Chee Wee
Assistant Secretary-General
National Trades Union Congress

Mr Tan Hong Choon
Divisional Director/Continuing Education and
Training
Vocational and Industrial Training Board

Mr Henry Heng
Administrator
Skills Development Fund

Mr Yang Ban Seng
Secretary for Skills Development
National Trades Union Congress

Mr Koh Chin Herig
Head (Acting)
Education Department
Ministry of Defence

Mr Yin Hong Shuen
Director of Personnel
Caltex (Asia) Ltd

Annex F

Vocational Certification Committee as at 31 March 1990

Chairman

Dr Law Song Seng
Director and Chief Executive Officer
Vocational and Industrial Training Board

Mr Liew Heng San
Director/Appointments and Scholarships
Public Service Commission

Deputy Chairman

Mr Paul Chan Poh Hoi
Chairman
Chan Ho Engineering Ltd

Mr Lee Fook Hong
Principal Consultant
Lee Fook Hong & Co

Mr Ong Chin Ang
Executive Secretary
Metal Industries Workers Union

Members

Mr Peter Chow
Senior Consultant
(Industrial Relations/Human Resource
Management)
Singapore National Employers Federation

Mr John De Payva
Secretary-General
Singapore Manual and Mercantile Workers'
Union

Mr John Tan
Head, Training Resource & Information
National Productivity Board

Mr Kesavan Yoo Weng
Head, Technical Services Group
Services Promotion Division
Economic Development Board

Mr Young Pak Nang
Deputy Director/Professional Development
Vocational and Industrial Training Board

Annex G

Training Advisory Committees as at 31 March 1990

Applied Arts Training Advisory Committee

Chairman

Mr Chan Yen Park
General Manager
Chuo Senko Advertising (S) Pte Ltd

Ms Su Yeang
Managing Director
Su Yeang Designs Pte Ltd

Deputy Chairman

Mr Vince Khoo Tiam Siew
Executive Chairman
Adcom & Grey (S) Pte Ltd

Mr Luke Yong Ching Chee
Managing Director
Henry Design Centre Pte Ltd

Members

Mr Jonathan Bonsey
Managing Director
Addison Design Consultants

Mr Chew Moh Jin
Industrial Design Director
Design Counsel

Mr Philips M Connor
Managing Director
Space Partnership Pte Ltd

Mr Derek Sydney Corke
Design Director
Pico Art International Pte Ltd

Mr Michael Gan Kok Cheng
Managing Director
Inside Design Pte Ltd

Mr Khor Ean Ghee
Managing Director
Gelay Koko Sdn Bhd

Mr Brian Low Seng Guan
Managing Director
BCL Interiors Pte Ltd

Bro Joseph McNally
Art Director
La Salle

Mr Tan Khee Soon
Partner
Design 3

Automotive Training Advisory Committee

Chairman

Mr Tan Hup Foi
General Manager
Trans-Island Bus Services Ltd

Deputy Chairman

Mr Heng Chye Kiou
General Manager
Vicom Pte Ltd

Members

Mr Chan Mun Thong
Senior Technical Staff
World-Wide Shipping Agency (S) Pte Ltd

Mr Dieter Gumpert
Managing Director
Deutz MWM Far East Pte Ltd

Mr Hsi Ko Tai
Chairman
Interwide Mechanical & Electrical
Engineering Pte Ltd

Mr Koh Chong Tek
General Manager (Training Centre)
Komatsu Singapore Pte Ltd

Mr Michael Koh Yoke Lum
Service/Training Manager
Borneo Motors (S) Pte Ltd

Mr Francis Leong Suen Khiong
Technical Manager
Scantruck Engineering Pte Ltd

Mr Lim Gim Hong
Senior Manager
(Engineering & Supplies)
Singapore Bus Services (1978) Ltd

Mr Lim Hung Siang
Executive Director
SAE Supplies Pte Ltd

Mr Alex Liu San Chuang
Senior Manager
Performance Motors Ltd

LTC Loh Kum Kin
Commander
1st GS Composite Group HQ
Changi Camp

Mr Pang Mun Hung
Executive Engineer
Registry of Vehicles

Mr George Teng Tai Jok
Sole Proprietor
George Motor Service

Commercial Training Advisory Committee

Chairman

Mr Steven Tan Chee Chuan
Proprietor
Steven Tan & Co
Certified Public Accountants

Deputy Chairman

Mr David Ong Choon
Area Personnel Manager
Standard Chartered Bank

Members

Mr David John Barker
Chief Executive
Jardine Shipping Services (Singapore)

Mr Chan Choon Hian
Lecturer
School of Accountancy and Commerce
Nanyang Technological Institute

Mr Chan Kieng Jin
Consultant
Insight Management Consultancy

Mr Eric Cheong Yuen Chee
President
Singapore Manual & Mercantile Workers'
Union

Mr Peter Fong Weng Sun
Training Director
Institute of Certified Public Accountants of
Singapore

Mrs Mary Ho
Senior Consultant/Manager
Edward Education Services (S) Pte Ltd

Mr Hua Pak Cheong
Training & Development Manager
Standard Chartered Bank

Mrs Huan Sye Hia
Principal Lecturer
Business Studies Department
Ngee Ann Polytechnic

Miss Evangeline Low Sek Ngim
Personnel Officer
Garrett (S) Pte Ltd

Mrs Marlar Lwin
Executive Secretary
BNP International Financial Services (S) Ltd

Mr Peter J Schlumpf
Regional Manager/Director
Zurich Insurance (S) Pte Ltd

Mr Soh Eng Sim
Head/Business Administration Department
Singapore Polytechnic

Mrs Yap Lay Gin
Administrative Manager
Hitachi (S) Pte Ltd

Electrical Training Advisory Committee

Chairman

Mr Bernard Low Fook Yui
Manager
Process Control and Computer Systems
Shell Eastern Petroleum (Pte) Ltd

Deputy Chairman

Mr Tan Boon Kee
Senior Engineer (Inspectorate)
Electricity Department
Public Utilities Board

Members

Mr Bak Fatt Chin
Technical Manager
Merlin Gerin Far East Pte Ltd

Mr Ho Sou Weng
Lecturer
Singapore Polytechnic

Mr Hwang Chew Song
Officer Commanding
Electronic System Department
Naval Maintenance Base
Pulau Brani

Dr Kam Chan Hin
Senior Lecturer
School of Electrical & Electronics Engineering
Nanyang Technological Institute

Mr Leng Kok Kong
Assistant Divisional Manager/Chief of
Maintenance Centre
Fujitec (S) Corporation Ltd

Mr Lim Say Leong
Technical Manager
ABB Regional Product Centre Pte Ltd

Mr Liow Voon Kheong
Deputy Director (Components)
Industry Development Division
Economic Development Board

Mr Lum Chong Chuen
Partner
LAC Engineers & Associates

Mr Ong Wee Heng
Director
Precision Automation (S) Pte Ltd

Mr Sarjit Singh
Director
Pan-Asia Switchgear & Engineering Pte Ltd

Mr Milton Tan Hong Moh
Managing Director
R E Morris International Pte Ltd

Mr Tan Khwai Pian
Shiprepair Manager
Keppel Tuas Shipyard Ltd

Mr Tan Koh Kew
Director
Ewbank Preece Engineers Pte Ltd

Mr Wong Shek Chee
Engineering Manager
Liang Court Building Management Pte Ltd

Electronics Training Advisory Committee

Chairman

Dr Chen Mun
Manager/Engineering
Powermatic Data Systems

Deputy Chairman

Mr Ng Siow Fan
General Manager
Mecomb (S) Ltd

Members

Dr Chen Yuk Fu
Vice President (Engineering)
Seagate Technology Pte Ltd

Mr Chow Tat Kong
Head (Electronics Systems Group)
Industry Development Division
Economic Development Board

Mr Richard Kwok Woon Hup
Operations Manager
Apple Computer (S) Pte Ltd

Mr Lam Lychow
Deputy Director (Engineering)
Singapore Broadcasting Corporation

Prof Brian Lee Chang Leng
Dean
School of Electrical & Electronics Engineering
Nanyang Technological Institute

Mr Lim Cho Him
Director (Engineering)
Caltron Pte Ltd

Mr Ng Seng Sum
Assistance General Manager
(Radio Engineering & Traffic Operations)
Telecoms

Mr Phoon Wai Meng
Operations Manager
Hewlett Packard (S) Pte Ltd

Mr Tan Guan Hong
Section Manager
Philips (S) Pte Ltd

Mr Tham Choon Tat
Deputy General Manager
Chartered Electronics Industries Pte Ltd

Dr To Man Kong
Lecturer
Electrical Engineering Department
Ngee Ann Polytechnic

Mr Yong Teck Meng
Training Officer
Singapore Electronics & Engineering Pte Ltd

Fashion Arts Training Advisory Committee

Chairman

Mr Thow Pow Wan
Managing Director
Vicmark Fashion Sdn Bhd

Deputy Chairman

Mrs Nancy Heng
Proprietor/Designer
Modellina Boutique

Members

Mr Allan Chai Fah Sin
Sole Proprietor
Allan Chai Fashion Design

Mdm Evelyn Chan Peck Tong
Managing Director
The Wardrobe

Mr Benny Chee Yong Fah
Managing Director
Yee Loong Tailors

Mr Ching Yong Chan
Managing Director
Hong Yen Manufacturing Pte Ltd

Mrs Cecilia Ho
Senior Wardrobe Mistress
Singapore Broadcasting Corporation

Mr Paul Ho Wai Lam
Executive Director
Textile & Garment Manufacturers' Association
of Singapore

Mr Lam Ban Loi
Designer & Director
Lam United (S) Pte Ltd

Mr Edward Lee Hing Yun
Director
Great Malaysia Textile Mfg Pte Ltd

Mrs Celia Loe
Chairman
Jin T Fashion Pte Ltd

Mrs Dorothy Ng
Factory & Promotion Manager
Mido Textiles Pte Ltd

Mrs Helen Quek
Director/General Manager
Bibi & Baba Holdings Pte Ltd

Miss Tan Chay Kheng
Proprietor
Latitude Pte Ltd

Furniture Training Advisory Committee

Chairman

Mr Wong Liang Han
Executive Director
Kea Timber Products Pte Ltd

Deputy Chairman

Mr Choo Yong Fee
Production Manager
Cheng Meng Furniture Co Pte Ltd

Members

Mr John Bagge
Managing Director
Diethelm Scanstyle Pte Ltd

Mr Fred Chu Fei Tan
Consultant

Mr Ho Mun
Chairman/Managing Director
Kwong Maw Sawmill Co Pte Ltd

Mr Hwee Kock Woon @ Thomas Chong
Managing Director
Scandinavia Woodworks Co Pte Ltd

Mr Koh Jyh Gang
Marketing Manager
Koda Woodcraft Pte Ltd

Mr Paul Kwek Beng Kim
Manager (Industrial Engineering)
Hongkong Teakwood Works (S) Pte Ltd

Mr Liao Chao Hwang
Vice Chairman
Sunlight Timber Products Co Pte Ltd

Mr Tony Lin Chun Yuan
Managing Director
Eurosa Furniture Co Pte Ltd

Mdm Muthu Dora Margaret
Managing Director
Adrians Cane Furniture Co Pte Ltd

Mr Tshe Weng Siang
Director
Eastpac International Pte Ltd

Mr Yeo Kai Liang
Designer
Culifrance Kitchen

Hairdressing Training Advisory Committee

Chairman

Mr Roland Chow Sau Hai
Managing Director
Roland Hairstyling & Fashion Centre

Deputy Chairman

Mr Georgia Yam Chor Choy
Director
Mosche of Davis Mew Hair Salon

Members

Ms Doreen Chan Suay Moey
Sole Proprietor
Hairlines Unisex Beauty Saloon

Mr Mike Cheong Kwok Leong
Proprietor
Match-Point Hairdesign & Beauty Saloon

Mr Benny Choo Guan Lee
Principal/Artistic Director
Morris Masterclass Hairdesign Centre Pte Ltd

Mr Zep Goh
Partner
Hair'em

Mr Gerald Kong Jen Chong
Managing Director
Gerald Kong Salon

Mr Henry Lim Teck Soon
Partner
Blades Hairdressing Salon

Mr Jeric See Tai Chuan
Artistic Director/Managing Director
Reds Hair Academy

Mr Melvin John Walden
Principal
Rever (HK) Hairdressing School Pte Ltd

***Mechanical Engineering Training Advisory
Committee***

Chairman

Mr Yan Poh Soon
Senior Consultant
Campbell & Associates Pte Ltd

Deputy Chairman

Mr Ishwar Bherumal Lulla
Senior Engineer (Design Coordination)
Mass Rapid Transit Corporation

Members

Mr Richard Chen Chee Kwang
Managing Director
Magna-Tek Equipment (FE) Pte Ltd

Mr Chia Kok Peng
Managing Director
Flo-Line Hydraulics Pte Ltd

Mr Peter Chua Tien Fook
Technical Engineering Services Manager
Metal Box (S) Ltd

Mr Goh Chin Ee
Assistant Director
(Airworthiness & Flight Operations)
Civil Aviation Authority of Singapore

Mr Goh Peng Thong
Partner
Alfred Wong Partnership

Dr Khong Heng Poh
Executive Director
Chartered Machine Tools Pte Ltd

Mr Kelvin Koay Hean Lye
Divisional Manager
Facilities & Engineering Division
Changi International Airport Services Pte Ltd

Mr Lee Fook Kee
Managing Director
Wing Hup Yoke Kee Engineering Pte Ltd

Mr Paul Premraj Masillamoney
General Manager
Sembawang Engineering (Pte) Ltd

Mr Larry A Myers
Managing Director
Sundstrand Pacific (Pte) Ltd

Mr Ng Moi Song
Maintenance Superintendent
M C Packaging Pte Ltd

Mr Ong Boon Ling
Head of Civil Engineering & Building
Department
Singapore Polytechnic

Mr Yim Weng Hong
Engineering Division Manager
Singapore Refining Co Pte Ltd

Precision Engineering Training Advisory Committee

Chairman

Mr Paul Chan Poh Hoi
Chairman/Managing Director
Chan Ho Engineering Pte Ltd

Deputy Chairman

Mr Norman S Parsons
Managing Director
Newton (Pte) Ltd

Members

Mr Donald L Backus
Managing Director
Bridgeport Machines (S) Pte Ltd

Mr Chan Hean Wee
Senior Engineer
NMB Precision Tools & Die Pte Ltd

Mr Lim Cho Koen
Managing Director
Leblond Makino Asia Pte Ltd

Mr Lim Ee Ann
Director
Uraco Precision Engineering Pte Ltd

Mr Lim Kim Tian
Senior Manager/Manufacturing 2
Ordnance Development & Engineering
Company of Singapore Pte Ltd

Mr Leslie Lim Kuak Choi
Managing Director
Precision Carbide Tooling Pte Ltd

Mr Peter G McLewin
Managing Director
Rockwell International Mfg Pte Ltd

Mr Walter Siener
Managing Director
Maho Machine Tools (SEA) Pte Ltd

Mr Joe Wong Foot Yew
Production Superintendent
Baker Oil Tools (S) Mfg

Mr Gavin Wong Yeow Seng
Production Foreman
Reed Tool (S) Pte Ltd

Printing Training Advisory Committee

Chairman

Mr Tan Yee Cheow
Works Manager
Singapore National Printers Ltd

Deputy Chairman

Mr Cho Jock Min
Managing Director
Colourwork Press Pte Ltd

Members

Mr Richard Chee Chong Fatt
Assistant to Managing Director
International Press Co Pte Ltd

Mr Chia Teck Hng
Export Sales Manager
Colourscan Co Pte Ltd

Mr Ee Swee Kiat
General Manager/Director
Toppan Printing Co (S) Pte Ltd

Mr Hassan Abu Bakar
Assistant General Manager
Times Printers Pte Ltd

Mr Koo Chan Wah
Production Managing Director
Chong Moh Offset Printing Pte Ltd

Mr Lee Joachim
Managing Director
General Printing & Publishing Services Pte
Ltd

Mr Lee Sen Hui
Production Director
Tien Wah Press Pte Ltd

Mr Lee Song Tioh
General Manager
Kin Keong Printing Co Pte Ltd

Mr Tony Lim Han Chye
Head of Studio
Metal Box (S) Ltd

Mr Loy Chee Ming
Factory Manager
M C Packaging Pte Ltd

Mr Soh Kee Loon
Managing Director
Malaya Engraving & Litho Printing Pte Ltd

Mr Soh Khee Fah
Plant Manager
Singapore Newspaper Services Pte Ltd

Mr Yue Yau Seng
Managing Director
Welpac Printing & Packaging Pte Ltd

Retail Training Advisory Committee

Chairman

Mr Steven Goh Hock Li
Managing Director
Metro Pte Ltd

Deputy Chairman

Mr Lim Ho Seng
General Manager
NTUC Fairprice Co-operative Ltd

Members

Madam Chan Siew Lee (Mrs Jennie Tay)
Managing Director
The Hour Glass Ltd

Ms Heng Phuay Tiang
Section Manager (Personnel)
Tokyu Departmental Store

Mr Masayoshi Kanuma
Managing Director
Singapore Daimaru Pte Ltd

Mr Anthony Khoo Ghi Haw
General Manager
SADE/DFS Partnership

Mr Benedict Leow Poh Chye
Senior Manager
Baccarat International Pte Ltd

Mr John De Payva
Secretary-General
Singapore Manual & Mercantile Workers' Union

Mr Paul Sum Chi Wah
Head
Training Design Section
National Productivity Board

Mr Tan Kheng Hoong
Manager
Provisions Suppliers Corporation Ltd

Mrs Peggy Toh
Personnel Manager
Cold Storage Retail

Mr Wang Ting Ming
Director
Singapore Retail Merchants Association
Training Centre

Mr Wong Yip Heng
Personnel Director
C K Tang Ltd

Mrs Mary Foo Peng Bee
Manager (Ticketing Operations)
Sin Chew Travel Pte Ltd

Mr Gn Luck Whye
Managing Director
Anglo French Travel

Mrs Daisy Criffiths
Director
American Lloyd Travel Services Pte Ltd

Travel & Tourism Training Advisory Committee

Chairman

Mr P R Gopal
Managing Director
Orient Explorer (S) Pte Ltd

Mr Lee Loong Koon
Director (Services)
Singapore Tourist Promotion Board

Deputy Chairman

Mr Yap Puay Beng
Director
Mansfield Travel Pte Ltd

Mr Steven Lek Ah Hup
Area Manager (Singapore)
Singapore Airlines Ltd

Mr Anthony Loh
Director
Gasi Travel Agency Pte Ltd

Members

Mr Chan Hean Tat
General Manager
Chan Brothers Travel Pte Ltd

Mr Charles Quah Boon Hoe
Director
Centre for Tourism Related Studies Pte Ltd

Madam Monica Choon Oi Heng
Client Services Manager
American Express International Inc
Travel Related Services

Mr Paul Sum Chi Wah
Head
Training Design Section
National Productivity Board

Mr Digby R M Collis
Managing Director
Franco-Asian Travel Pte Ltd

Mr Toh Tian Lai
Managing Director
Global Aviation Services Pte Ltd

Annex H

Donors of Scholarships and Bursaries

Alumni International Singapore

Bukit Turf Club

Caltex (Asia) Ltd

Catholic Welfare Services, Singapore

Diethelm Scanstyle Pte Ltd

East Machinery Sdn Bhd

Fairchild Singapore Ltd

Inchape Berhad

Keppel Shipyard Ltd

Lee Foundation Singapore

Lioness Club of Singapore Mandarin

Loke Wan Tho Scholarship & Bursary Fund Board

Majlis Ugama Islam Singapura

MC Packaging (Pte) Ltd

Master Printers' Association

Mistri Singapore Trust

Motor Traders Association of Singapore

Nichicon (Singapore) Pte Ltd

Pico Art Pte Ltd

Post Office Savings Bank Centenary Trust Fund Board

Prophet Muhammad Birthday Memorial Scholarship Fund Board

Rotary Club of Singapore District 330

Rotary Club West of Singapore

Sai Lin Sng Clan Association

Sanyo Industries (S) Pte Ltd

Singapore Buddhist Lodge

Singapore Indian Chamber of Commerce Scholarship Fund

Singapore Indian Education Trust

Singapore Labour Foundation

Singapore Manufacturers' Association

Singapore Reinsurance Corporation Ltd

Singapore Tobacco Co (Pte) Ltd

Society of St Vincent de Paul

Tact Business Services Pte Ltd