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The Singapore Contractors Association Ltd (SCAL) will cease the printing, publication, and circulation of the SCAL Contractor Newsletter and will be going all-digital from issue 2 (2023). For more information, please visit www.scal.com.sg or email us at hello@scal.com.sg.

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Message From the President

Dear members,

In January, we ushered in the year of the Rabbit with a CNY lunch gathering for our members. The rabbit symbolizes peace, prosperity, and vigour. It is also a sign of longevity and hope in Chinese culture. 2023 has been predicted to be a lucky and prosperous year for businesses. We believe that this bodes well for the construction industry.

The main highlight in this issue is the Construction Professional Accreditation Scheme (CPAS) which SCAL launched last year in partnership with the Building & Construction Authority (BCA). CPAS aims to raise the standard of construction professionals in the building industry. The scheme promotes sustainability and will lead the industry to achieve better project outcomes through developing higher management skills in the construction industry.

We also had a series of webinars in April and May featuring leading CPAS-accredited industry practitioners sharing their thoughts on the critical seven skills to be a competent Project Manager. The skills touched on included: Technical Proficiency, Project Execution, Stakeholder Engagement, Contractual Management, Problem Resolution, People Management and EHS Management. CPAS has the ability to provide a clear path of progression for construction professionals' careers as their knowledge and capabilities grow with time and more experience.

A featured article by SCAL member, Soilbuild Construction, shed light on the promises and perils of the adoption of technology for construction project management. Some of the latest technologies discussed include Building Information Modelling, Augmented Virtual Reality, Common Data Environment, AI-powered CCTV and 360-degree cameras. While there are benefits from technology, such as increased productivity, better safety and empowering of younger staff, there are also areas where challenges remain, such as the need for mindset shift to make the most use out of the available technologies.

SCAL also organized two community programmes - a blood donation drive in collaboration with the Singapore Red Cross, as well as the launch of SIT-SCAL Study Grant. SCAL would like to thank members who have participated in the blood drive. To support and nurture young future professionals, SCAL partnered with SIT to give out study grants to deserving full-time SIT students. We hope that the grant helps the recipients and look forward for them to join our industry as future construction professionals after graduating from the school.

SCAL has lined up more industry events and initiatives in the coming months - the SCAL Friendly Golf Event will be held on the 25th of May. We will also be launching our SCAL Strategic Roadmap in June and the 2023 Annual EHS Campaign on 6-7 July. We look forward to your active support and participation.

Mr Ng Yek Meng
President
The Singapore Contractors Association Ltd



CPAS's Seven Roads to Better Project Management

In the annals of construction, few cultures stand out as prominently and as prodigiously as the ancient Romans for their commitment to urban and construction excellence. Building was something the Romans were immensely proud of, and that pride remains stamped in the lasting ruins of their aqueducts, stadia, and roads—still standing after two thousand years. Construction also remains stamped in the sayings and proverbs they left behind or inspired: “I found Rome a city of bricks and left it a city of marble,” the emperor Augustus said; “Rome was not built in a day”; and the famous “All roads lead to Rome.”

All well-built roads lead to the same lasting excellence—here is a lesson that Singaporean constructors can heed today as well. While the roads to excellence and success in construction are many, they all converge to the same destination: progressive, productive, and professional project management.

The Singapore Contractors Association Limited (SCAL), in partnership with the Building & Construction Authority (BCA), launched the Construction Professional Accreditation Scheme (CPAS) last year. CPAS is the first and only accreditation in Singapore that sets and recognises the highest professional standards for a better, more sustainable construction future: from managing safety and the environment to managing people and technology to solve tough new construction challenges. CPAS is underpinned by a seven competencies evaluation framework—seven roads, all leading to better, more adaptable professionals as the industry turns a new chapter.

SCAL spoke to leading practitioners in the industry who have taken on CPAS accreditations or have served as CPAS assessors to understand where these seven roads lead, why they're important, and how they all come together.

ROAD

01

TECHNICAL PROFICIENCY

The heart of any project manager's function is to know their stuff and know it well. Technical mastery is the first and arguably most important road to a more professional and progressive construction sector: knowing the right information at the right time and the right context for the right direction of the right resources.

Susan Seah, General Manager at Ho Lee Construction and a CPAS Assessor, stresses the importance of technical proficiency when hiring Project Managers (PMs) and assessing CPAS candidates. According to Susan, having technical knowledge is mandatory, but the PMs must also prioritize upgrading and educating themselves, managing their time



Susan Seah
General Manager,
Ho Lee Construction and
CPAS Assessor

effectively. She said, “relying solely on past experience or school knowledge is insufficient, given the dynamic nature of the industry.” Although committing to self-improvement outside of work hours affects work-life balance, Susan acknowledges that such a sacrifice is essential. “It is the only way for PMs to progress and maintain their competitive edge in this ever-evolving industry.”



Kenneth Siew
Executive Director,
Expand Construction and
CPAS Assessor

Kenneth Siew, Executive Director at Expand Construction and CPAS Assessor, echoed the need to be concerted in one's mastery of technical knowledge and details. When it comes to technical proficiency, "a project manager needs to go back to the fundamentals," Kenneth said, sharing a framework from his early career days in HDB, "Quality, Cost, Delivery, and Safety." A PM must possess the network of skills, knowledge, frameworks, and tools to be proficient in all.

To best demonstrate their technical proficiency to CPAS assessors or employers, construction professionals must be able to exhibit that their grasp of technical knowledge is both consistent and can be articulated confidently. As someone who personally interviews many aspiring PMs at Ho Lee Construction, Susan emphasizes the importance of a consistent and committed track record. "Successful completion of two or three projects is essential for a PM to become competent. Leadership skills cannot be learned from textbooks or lectures, and they can only be honed through practical experience. The ability to inspire and motivate a team to achieve shared objectives is a critical attribute that distinguishes a good PM from a great one."

And this leadership must be adequately expressed. Kenneth's advice to CPAS aspirants is to take the time out to prepare for the presentation segment well. "I emphasise preparation for the presentation since this is where you speak up for yourself. The panel will listen to your presentation keenly. Have more than one-word answers for their questions." And ultimately, Kenneth says, it's important to keep learning and growing as every PM embarks on their professional journey.

ROAD

02

PROJECT EXECUTION

When technical proficiency is secure, the next step is to employ that knowledge to successfully execute a project—from the most intricate site logistics details to the most macroscopic project schedules and plans.



Benjamin Lee
Project Director
Teambuild Construction
and A-Star CPAS accredited
professional

Benjamin Lee, Project Director at Teambuild Construction and A-Star CPAS Accredited Professional, views project execution as a continuous battle: the site is the field of action, the team is the army, and the PM is the commanding officer. "The PM needs to make sure that the direction is clear. They need to lead and know what they want, and they must align the project's vision and goals to ensure success." To achieve that success, planning and

scheduling are vital. According to Benjamin, every successful day of construction work takes one to two weeks of initial planning, follow by continuous detail planning. He strongly believed in the adoption of Last Planning System for work execution. The goals set by the Project Execution Plan (PEP) and Project Quality Plan (PQP) must be a lodestar for the project, but PMs must also recognise the value of flexibility while achieving these goals. Always play your game right just like a chess master. To him, PM is a like a chess master, consistently thinking, planning and strategizing what is their next construction move. A correct move can really determine the project outcome.

Balancing between vision setting and flexibility takes a certain kind of sleight of hand—something Benjamin, who practices magic as a hobby, is familiar with. "It's important to be open-minded and take lessons from places outside civil engineering textbooks," Benjamin said, "from magic, I learned that simple things and PM strategies done well can pack a wow factor that can inspire a team and satisfy stakeholders."

One such magic trick was the simple application of a total floor-by-floor (both structural and finishes) project execution approach for a recent HDB project. This is opposed to the conventional practice of structural works being completed for all floors first and then architectural finishes applied inconsistently later, prompting reworks and client dissatisfaction in the demobilisation period. "This helped make the project one of the only HDB projects to be completed on time during the recent pandemic."

He strongly believed in collaboration with project team and all stakeholders, coupled with proper planning which will allow any projects to be executed faster and efficiently. Most importantly, follow by a great satisfaction from all stakeholders as a whole. The saying goes: No man is an island, works as a team.

ROAD

03

STAKEHOLDER ENGAGEMENT

Executing projects is inseparable from the delicate juggling act of stakeholder engagement. PMs can possess excellent technical knowledge and robust project execution skills but must still walk the road of delicately engaging the many stakeholders in a project.



Jon Cuadra
Executive Manager
Ho Lee Construction and
CPAS accredited professional

Jon Cuadra has been with Ho Lee Construction Pte Ltd for over a decade, performing PM and overseeing quality control and assurance of all the company's projects. Jon has a CPAS accreditation as well. In Jon's opinion, the most crucial skill a PM should have after technical proficiency is communication. "You must communicate with clients to gain their trust and demonstrate that you can meet their expectations;

remaining silent and relying solely on consultants may result to abortive works and inspection failures.”

Strong communication is also required with one’s superiors: “Although it can be intimidating, it’s necessary to stand up to superiors who insist on clinging onto archaic concepts. The team, project, and company’s best interests must be upheld. This is exactly what Susan, who also happens to be one of Jon’s superiors, says: “I always look out for staff that go above and beyond and think of new or creative and innovative ways of doing things.”

According to Jon, staff is the most crucial stakeholder to communicate with. “Staff including engineers who are struggling will not let you know until one day you receive a letter.” Jon tries to counteract this by monitoring the team members and treating them more as friends than as colleagues. Second most important is communicating with subcontractors. “Always treat subcontractors fairly and abstain from unjustly or automatically blaming them for all faults and failures. If subcontractors fail to perform, main contractors stand to lose money from contract terminations”.

Susan, having worked as a PM and understood the issues faced by subcontractors, also stresses the importance of engaging subcontractors well. Drawing from her experience as a PM, Susan is keenly aware of the challenges faced by subcontractors in the construction industry. “Relying solely on contracts to enforce obligations is no longer sufficient. Instead, PMs must focus on building and maintaining relationships based on trust and negotiation. Managing subcontractors in today’s cost-sensitive environment is challenging, and a delicate balance of control and compromise is necessary. Adopting a carrot-and-stick approach is the most effective way to manage project stakeholders. I believe that mastering the art of subcontractor management is crucial for PMs to succeed in today’s construction industry.”

ROAD 04 CONTRACTUAL MANAGEMENT

The carrots and sticks of stakeholder engagement are most often captured in project contracts. Every construction project is fundamentally a complex network of contracts and obligations, and navigating this web without getting entangled is crucial.

Susan believes that early planning of contracts is crucial to minimize disputes and maximize project execution and control. When she was first tasked with awarding subcontractor contracts, she took a different approach than most main contractors. Initially, she would collaborate with project managers from Ho Lee’s side to obtain a clear understanding of all their requirements before forwarding

them to contract managers to solicit quotes. During the tender interview process, she insisted that PMs meet subcontractors in person to establish a good relationship and foster open communication. Finally, she emphasized the importance of holding a kickoff meeting after the contract award to ensure that all parties are aligned and working towards the same objectives.

“Many main contractors fail to recognize the importance of actively managing their subcontracts, which can result in poor working relationships and disputes down the line.” Susan said, “Contracts cannot capture everything, and therefore, developing strong relationships between all project stakeholders is crucial.” She emphasizes that most problems and disputes can be prevented by investing time and effort in the contract planning process and paying attention to every detail, as emphasized by CPAS in its contractual management criterion. It is essential for contractors to be fully aware of their rights and responsibilities and to ensure that all parties are aligned on these terms.

ROAD 05 PROBLEM RESOLUTION

Even with contracts in place and in mind, problems and crises can always emerge from unexpected corners: this is an inescapable attribute of construction work. But teams must possess the skills, forbearance, and fortitude to overcome these problems all the same.

According to Benjamin, problem resolution comes down to building trust between contractors and clients. “It’s a balancing act between the expectations of the client and the costs and cash flows of the company,” Benjamin said, “It’s important to safeguard against any unnecessary costs when solving problems and bridging gaps with the client.” This can be accomplished by producing alternative proposals when confronted with challenging problems, engaging in creative value engineering, and taking the time to convince clients that your method is a better path forward.

The best way to solve problems, however, is to prevent them altogether or be prepared for their occurrence—this turns on strong planning. Because of his background as a planning engineer, Jon’s particular PM approach—and every PM’s approach is unique—focuses on thorough planning. Plan carefully so that issues can be resolved (or avoided). It entails more than merely providing subcontractors with a schedule. An activity that will happen the following week should have been planned three months in advance. “Failing to plan is planning to fail,” Jon shared.

Jon and Benjamin both agree that planning to avoid defects, disputes, and problems requires effective monitoring as well.

“While it’s daunting, it’s important to stand up to superiors when they stick to traditional ideas. You must defend the best interests of the team, project, and firm.”

Jon Cuadra
Executive Manager
Ho Lee Construction Pte Ltd
and CPAS certified professional

Thinking analytically, systematically, and programmatically about delays and plan disruptions can help teams come together and avoid the widening of problems into still larger grievances and conflicts.

ROAD

06

PEOPLE MANAGEMENT

No well-laid plan to solve a crisis will move off the drawing board and into the construction site without the buy-in and support of a team's most indispensable asset: its people. Managing people is an art of its own and one of the more subtle of the CPAS criteria.

Kenneth stresses the need for frameworks and personal involvement to drive teams forward in good and bad times: "It's important to be effective while still having a personal touch. Everyone in an organisation should be active in coming together to manage a problem and come up with sustainable solutions where everyone benefits." And developing these solutions isn't enough: a PM also needs to convey and communicate them to teams clearly. "Expand has a lot of frameworks. People can see them, recognise them, and straightaway know what to do in a situation. It's important for PMs to develop frameworks that are accessible and not too complicated. Sometimes you're dealing with the very bottom rung of workers; you must speak their language with body language and simple terms."

Benjamin concurs. As a magician himself, he tries to transcend language or temperament barriers and bring people together with a common sense of awe for magic tricks. Sometimes, breaking the ice is a prerequisite to discussing and uncovering issues that teams face, let alone resolving them. "When my supervisors were depressed, I did a magic show to get their morale up. After that, I was able to work on the issues affecting

them. As a younger PM, I might have only scolded them and achieved very little."

ROAD

07

EHS MANAGEMENT

And finally, managing people also means keeping them safe, sound, and secure.

Kenneth and his team take safety very seriously. "Safety is extremely important. If not managed well, you lose time and risk being barred from tendering future works." Kenneth's team in Expand follow a 3R safety framework—Remind your team of safety protocol and hazards, Reward adherence to safety processes and detection of safety issues, and Remove (active threats, obstacles, and safety challenges. "Safety should be directed from the top-down to show how serious it is taken but should also be embraced across all levels." According to Kenneth, accreditations like CPAS can have a great influence on how safe sites can be. Professionals who are better trained to think safely will act and plan safely.

Jon believes that, beyond structures and rules, attention must be paid to individuals when it comes to safety. In order to combat this, with the guidance of HDB, Jon implemented a "Safety Daily Check" at the start and end of the working day: Before the RE/RTO inspection in the morning,

Ho Lee's safety personnel assigned to specific zones comb the site and look for any safety non-compliances. They feed pictures of violations to a group chat and immediately arrange the respective sub-contractors to make the necessary rectifications before approving the permit to work. At the end of the working day, before Jon closes out Permits to Work, photos of the working locations are taken once again to prevent any overnight changes that could result in unanticipated safety issues the following day.

"It's important to be effective while still having a personal touch. Everyone in an organisation should be active in coming together to manage a problem and come up with sustainable solutions where everyone benefits"

Kenneth Siew
Executive Director,
Expand Construction
and CPAS Assessor

The seven roads to professional, progressive, and productive project management cross-cross with one another, are in perpetual conversation with one another, and demand mastery of each individually and all together. Only by focusing on all seven can project managers arrive at the destination to which they all lead: effective, sustainable, and efficient projects. Benjamin borrowed the analogy of a car to demonstrate this: "All seven elements are important. It's like different parts of a car: you need technical proficiency, but you also need planning and EHS management." Jon added: "The seven competencies—not five, not six—must be exercised collectively to become a better PM. When only six competencies are practiced, the effort put into those six is wasted because the seventh was neglected.

With CPAS to showcase their journey across these seven roads and capabilities, construction professionals can expect to assure and build confidence in current and potential clients. Through a multi-tier system, construction professionals will have their skills accredited for their level of experience and join a growing community of industry practitioners who are passionate about contributing to a productive and professional construction scene. CPAS provides a clear progression track for professionals to scale up as they grow their knowledge and experience! Visit SCAL website www.scal.com.sg to find out more.



People & Processes Enable Project Management Technology Adoption at Soilbuild

Technology adoption is a common refrain in the construction industry today: firms are expected to innovate, upgrade themselves, level up, and continuously improve, all while riding the wave of digital transformation. But this can often seem like a daunting endeavour—one replete with great costs, uncertainty, and risks. SCAL spoke to Gerald Ho, Project Director and head of the Digitalisation Committee at Soilbuild Construction, to learn about the promises and perils of technology adoption for project management.

Soilbuild has been a pioneer in the adoption and successful deployment of mainstay and cutting-edge construction and Project Management (“PM”) technologies for many years, in no small part due to the efforts of forward-looking staff such as Gerald. “The focus is on having an end-to-end digitalisation effort,” Gerald shared, describing how the PM process is digitalised at Soilbuild long before the first brick is laid. Building Information Modelling (“BIM”) is used for project design before being integrated with PM software for 3D visualisation and 4D scheduling. Augmented and Virtual Reality (AR/VR) and handover models help Soilbuild’s clients participate in every step of the journey, from design to final handover.

“We use a Common Data Environment (“CDE”), throughout the project duration, to collect and store all documents and files related to the project, ensuring one source of truth which is easily and readily accessible to all the various stakeholders of the project,” Gerald shared.

Gerald Ho
Project Director and Head of
the Digitalisation Committee
Soilbuild

Beyond the tendering and initial design stage, Soilbuild has also adopted a suite of solutions to improve project execution and site management. These include AI-powered CCTV to monitor sites for safety lapses, such as wrongly worn or missing protective equipment and to ringfence areas out of bounds due to safety concerns. Safety remains a key domain for technology to confront, and Soilbuild is also exploring how to leverage its digital edge to further improve work site safety. “We are currently exploring technology to enhance safety. By integrating modelling software visualisations into DfS meetings and MSRA review meetings, assessors and even subcontractors/ suppliers can have better clarity and understanding of the risks and danger zones.” This has also helped Soilbuild better define site layouts, utilisation plans, and risk assessments.

“We also use 4D timelines to ensure that the project is on schedule. We have begun moving towards 5D for cost management too.” The use of digital representations and models is critical for Soilbuild’s project management technologies—these models sit at the intersection of many important technologies and use cases. Soilbuild uses 360-degree cameras to capture site progress works which are uploaded into the CDE for easy reference to monitor progress in different stages of construction. “Mixed reality is something we’re interested in to bring the model on site and allow clients and M&E engineers or consultants to reference and visualize

"Beyond the tendering and initial design stage, Soilbuild has also adopted a suite of solutions to improve project execution and site management"

Gerald Ho

*Project Director and Head of the Digitalisation Committee
Soilbuild*

the M&E services that will be installed in the work zones which will aid and further streamline coordination prior to actual installations."

These great leaps in technological adoption come with benefits that leap just as far. "Besides price, which is one of the most important things, the client is also satisfied when they see that these tools will help them visualise better and supervise work. What they see is what they get, and this minimises abortive works too. Soilbuild take pride in its digital offerings to clients." Clients can see the paper trail of work and progress and pinpoint bottlenecks precisely—this level of transparency helps muster confidence and avoid disputes and conflicts down the line. And this transparency also saves time: less time is wasted on pulling up the right documents at the right time, updating drawings and conveying updates to stakeholders, or ensuring everyone is on the same page. All of this is done digitally.

Another, sometimes overlooked, benefit of technology adoption is the excitement it generates for younger employees who are usually digitally native long before entering the workforce. "Normally in construction, it's the old teaching the young," Gerald said, "but that is reversed when it comes to technology." Younger employees, more comfortable in a technologically sophisticated environment, are helping organisations like Soilbuild build from strength to strength in digital transformation and technology adoption.

But significant challenges remain. "It's always a struggle to get everyone on board to adopt new technologies." From management buy-in to PM involvement and finally on-site implementation and feedback loops, the execution of PM technology adoption is sometimes an uphill battle. But this makes bringing in younger talent all the more important. "Others watch and learn from early adopters like younger engineers, and then eventually they adopt." Another hurdle beyond basic adoption, however, is too much adoption. "A problem we saw is that there can sometimes be too many duplicate software solutions across many project sites. Standardisation is ultimately necessary."

An additional challenge presents itself in the form of KPI setting for digital solutions. Successful adoption of new technologies is underpinned by a solid grasp of how those solutions perform, how they solve problems, and the subsequent benefits that can be derived. One significant pitfall to avoid is investing in technology for the sake of using technology. "At Soilbuild, our digitalization initiatives are client centric. We have to be pragmatic and only consider

software that will value-add to our clients and improve our project delivery; we set up a checklist to understand what key functionalities the solutions must have in order to be considered acceptable for use."

To close the gap between the aimed-for benefits of PM technology and the challenges in its adoption, it's crucial



Digitalisation Committee

*Back Row (from left to right): Ted Paing - Digital Innovation Engineer;
Brian Lee - Head of Safety; Soe Min Tun - Senior BIM Manager*

for firms to install effective processes driven by competent people collaboratively. Through rational and even-handed governance, technology adoption can permeate all the levels of the firm and truly be a force for transformation and not just superficial gloss. At Soilbuild, a multidisciplinary Digitalisation Committee works to confront the challenges of adoption by yielding the benefits of cross-training within the firm and bringing people from different parts of the firm together. Chaired by Gerald, the Committee also hosts representatives from the safety, precast, development, BIM, and FM teams within Soilbuild. "The Digitalisation Committee helps to deconflict between different parts of the company before a new technology solution is rolled out."

Empowering people and processes to achieve excellence in PM technology adoption, Soilbuild has set a high benchmark for others—one that it itself might be the first to beat.



SCAL Gives Back to the Industry & Community

In 2023, as the construction industry turns a corner from the difficulties of the COVID-19 pandemic, SCAL stepped in to give back to the community with a much-needed boost. SCAL organised and facilitated two initiatives that aimed to improve the lives of both ordinary Singaporeans and those within our industry: the 2023 SCAL Blood Donation Drive, and the SIT Singapore Contractors Association Study Grant AY2021/22.

2023 Blood Donation Drive

On 24 February 2023, SCAL collaborated with the Singapore Red Cross to organise a blood drive at the Construction House. Every hour of the day, 15 units of blood are used in Singapore. Singapore will need about 120,000 units of blood to meet the transfusion needs of patients every year, equivalent to more than 400 units of blood a day—a major call. SCAL encouraged member firms and their employees to answer this call by contributing blood and showing their support. The turnout was uplifting and saw many first-time donors, both from SCAL's members and the public, showed up to do their part. Some of these first-time donors were at first anxious but found the process to be painless and pleasant. Veteran donors—including Tin Soe, Safety Manager, Kwan Yong Construction Pte Ltd whose donation that morning was the 34th since his arrival in Singapore decades ago—were also present and encouraged some of the first timers.

Many SCAL members also left the event reflecting on how they could ramp up corporate social responsibility (CSR) events within their firms as well. SCAL is grateful to all members for contributing a small part of themselves to the larger whole of public health in Singapore, as well as the Singapore Red Cross for its collaborative and selfless spirit.

View all pictures: www.scal.com.sg/photo-gallery/scal-blood-donation-drive2023



SIT Singapore Contractors Association Study Grant AY2021/22

As part of nurturing the next generation of the construction industry's budding young professionals, SCAL has endowed a study award with the Singapore Institute of Technology (SIT) since 2017. The award supports deserving students in SIT's full-time Bachelor of Engineering with Honours programs in Civil Engineering, Sustainable Infrastructure Engineering, and Electrical Power Engineering. Three outstanding students were awarded the grant for this academic year: James Yeong, Raymond Tan, and Sebastian Peh. All three are Sustainable Infrastructure Engineering students and have a passion for building but also giving back to the community when they can.

The three recipients of SCAL's study grant this year are ambitious and assiduous, having been involved in a variety of interesting, futuristic projects as students: from hydrogen cells to district cooling. All three intend to continue to pursue excellence in their studies, take on additional work experience where they can, upgrade themselves with relevant industry credentials and certifications, and join the construction industry when their time is ripe.

Here is what they had to say upon being conferred this year's grant:



"I believe that with the eventual knowledge and experience gained in the built environment, I would be able to use it to contribute to the safety and sustainability in the construction industry and achieve my aspiration to become a professional engineer. I am confident that I will one day achieve this goal, and I take heart that I will overcome the challenges ahead."

Sebastian Peh



"Growing up, I always really loved building figurines and favored hands-on work, which is perhaps what inspired me to literally pursue an engineering profession. I hope to work in the construction sector someday, using the information I've gained in my studies to assist the community fight global carbon emissions through more efficient building design and facility management."

Raymond Tan



"My short-term vision is to increase my knowledge and accuracy; this will facilitate the completion of my degree. A construction industry's success depends on knowledge and accuracy. It is my goal to be able to communicate accurately with various building industry sectors so I can be useful to the company in solving engineering problems and gaining an understanding of contemporary issues."

James Yeong

SCAL Community Rings in New Year of Prosperity with CNY Lunch



On the 31st of January this year, the SCAL community—members and the Council came together at the SCAL Construction Hub to celebrate the Lunar New Year and usher in an optimistic new year for SCAL and the industry. The event, a tradition for SCAL that we are able to restart since the COVID-19 restrictions ended—set a confident tone for the coming year of progress, productivity, and prosperity in the construction industry.

The lunch was blessed with the presence of the smiley god of fortune, who welcomed members and guests, infused the event with a sense of nostalgia for familiar celebrations before the pandemic and excitement for the rest of the event to come. The din of conversation filled the room as people caught up and shared a delicious, wholesome meal together. The loud cheers and happy toasts that accompanied the traditional lohei at every table underlined the community spirit present throughout the day.



President of SCAL, Mr Ng Yek Meng, addressed the gathering and reminded them of how far the construction industry and community had come over the past few years: from the depths of crisis in the pandemic to the resilience shown by SCAL members and the emerging hope for recovery with the new year. "I would like to express my deep gratitude to all of you for your continuous support and commitment to SCAL and to our industry," President Ng said. He ended his address with New Year well-wishes which bring in blessings for the coming year.



President Ng also updated members on the upcoming SCAL events and initiatives in this new year to support members and the industry, such as the rollout of the SCAL Strategic Roadmap in the second quarter of the year and the 2023 Annual Safety Campaign in June. While the pipeline for projects was stable in large part due to the timely intervention of the government, President Ng cautioned members to exercise care as global economic headwinds of labour and material prices remained strong.



The lunch was rounded off with many reacquaintances, new connections, and table photoshoots with the god of fortune himself. To a successful and constructive 2023 for all SCAL members and the industry!



How Budget 2023 is Supporting Contractors



On February 14, 2023, Deputy Prime Minister and Minister for Finance Lawrence Wong delivered the budget statement before Parliament. In this Valentine's Day budget, the government has committed to several important initiatives that will impact the construction sector in Singapore—both in terms of opportunities and support for continuous improvement.

1. Topped Up National Productivity Fund (NPF)

The government has allocated SGD 4 billion to top up the National Productivity Fund and expand its scope to include investment promotion. This will help attract more quality investments to Singapore, support companies in building new capabilities, and upskill workers. In addition, the Enterprise Innovation Scheme will be introduced to provide significant tax deductions for five key activities in the innovation value chain. This could help businesses save up to 70% of their investment in innovation. Furthermore, the government will allow businesses to convert 20% of their total qualifying expenditure per Year of Assessment into a cash pay-out of up to SGD 20,000. This is designed to help smaller firms defray the costs of their innovation activities, even if they pay little or no taxes.

2. Additional Investments in SME Development

The government will also invest SGD 150 million via the SME Co-Investment Fund to support promising SMEs. Additionally, the government aims to catalyse an extra SGD 300 million of private investments to further boost the Singapore Global Enterprises Initiative. These changes will help businesses to pursue innovation and development with ample government backing.

3. Renewed Focus on Job-Skill Integration



To help businesses navigate changes, the government will appoint Jobs-Skills Integrators who will work with businesses to identify their skills needs and connect them with training providers. The government will also extend schemes for employment and re-employment to help businesses retain and retrain their workers. The Senior Employment Credit will be extended until 2025 to encourage employers to offer part-time re-employment, flexible work arrangements, and structured career planning to senior workers.

Moreover, the government will enhance the Enabling Employment Credit to cover a more significant proportion of wages and a more extended duration for persons with disabilities (PwDs) who have not been working for at least six months. The government will also introduce a new Uplifting Employment Credit in the form of a time-limited wage offset, encouraging firms to employ ex-offenders. These changes can help businesses improve their employment efforts while enhancing diversity in the workplace.

4. Extension of the Enterprise Financing Scheme for Another Year

The government has also announced that it will extend the Enterprise Financing Scheme (EFS) for another year, until March 31, 2024, along with current enhancements, such as trade loans, working capital loans, and project loans for domestic construction projects. Construction firms will be able to tap EFS project loans up to SGD 30 million per borrower.

The EFS Working Capital loans can be tapped by local SMEs to cover operational cash flows up to a quantum of SGD 50,000. The EFS Working Capital loans, together with the EFS Trade loan scheme which supports inventory and stock financing, will help firms weather the rising tide of global economic

uncertainties. This goes hand in hand with the extension of the Energy Efficiency Grant (EEG) for another year as well, which will help local SMEs confront rising energy costs.

5. Enhanced Government Construction Demand



With the COVID-19 pandemic—and its construction work disruptions—in the rearview mirror, the government will resume major construction projects across the island. These projects include the NS Square, Neighbourhood Renewal Programme, and HDB infrastructure projects. The Ministry of Defence has allocated over SGD 800 million for construction projects; while the Ministry of Health has allocated SGD 1.38 billion and the Ministry of National Development has allocated SGD 1.21 billion for their own construction and development.

With this diverse set of initiatives, the new budget expresses the government's continuing support for the development and resilience of the local construction industry. SCAL Members who wish to take advantage of these opportunities and resources can reach out to the SCAL Secretariat to learn more or understand how to access them!

Upcoming Events, Webinars & Workshops

SCAL



Contractors IDD Masterclass by Autodesk

19 May 2023 | 3 Fusionpolis Way, Symbiosis

Exclusively for SCAL member companies who are embarking on digitalisation and want an insider view of the IDD process.



SCAL CEO Networking on the Green 2023

25 May 2023 | Tanah Merah Country Club

More than just a golf outing, it is a strategic platform for CEOs, executives, and industry leaders to connect, network, and tee off in a relaxed and picturesque setting. Limited flights available on a first-come, first-served basis.



SCAL Annual General Meeting 2023

23 June 2023 | Physical

Registration coming soon.

Please refer to our website www.scal.com.sg/scal-events for the latest updates.



SCAL EHS Campaign 2023

6 July 2023 (Site Visit), 7 July 2023 (Seminar) | Physical

Registration coming soon.

Please refer to our website www.scal.com.sg/scal-events for the latest updates.



Master Builder Lu Ban 鲁班 Birthday Celebration Dinner

30 July 2023 | Orchid Country Club

Registration coming soon.

Please refer to our website www.scal.com.sg/scal-events for the latest updates.

SCAL ACADEMY

HUMAN RESOURCE AND PEOPLE MANAGEMENT TRAINING:



Finance For Non-Finance Professionals

19 June 2023 | 1.00pm – 5.00pm | Online

This programme is aimed at helping managers with little or no knowledge of finance to grasp fundamental financial concepts.



Essential Payroll Processing for SMEs

15 June 2023 | 1.30pm – 5.30pm | Online

This workshop aims to equip the learners with the necessary knowledge and practical skills to perform the standard payroll processes in the best interest of the employer and employees.





Design A Practical Salary Structure and Employees' Benefits Program For SMEs

4 Jul 2023 | 2.00pm – 5.00pm | Online

This workshop provides SMEs with a down-to-earth approach to designing a compensation and benefit system to enhance their competitiveness in recruiting and retaining their employees.



Handling of Construction Conflicts and Disputes at the Workplaces

28 Aug 2023 | 9.00am – 5.00pm | Physical

Accreditation: SDU: 8 Units | ECO (SCS) Licence renewal course

The workshop focuses on providing key site personnel with the necessary knowledge and skills to handle construction conflicts and disputes at the workplace covering topics such as disputants' psychology, negotiation, communication skills, and the process of conflicts and disputes resolution.



SAFETY OFFICERS & ENVIRONMENTAL CONTROL OFFICER (ECO) LICENCE RENEWAL ACCREDITED COURSES



Critical Safety Aspects in Construction Projects

12 June 2023 | 1.00pm – 5.00pm | Online

Accreditation: SDU: 2 Units | PDU: 4 Units | CET: 4 Hours | CPAS: 4 Units | ECO (SCS) Licence renewal course

It is critical for every stakeholder of the workplaces to have an understanding on the hazards involved in the construction workplace and implement appropriate risk control measures to minimize the risk.



The Construction Workplace Reimagined

20 June 2023 | 9.30am – 5.30pm | Online

Accreditation: SDU: 7 Units | PDU: 7 Units | CET: 7 Hours | CPAS: 7 Units | ECO (SCS) Licence renewal course

This workshop explores the current and potential future impacts of new and rapidly evolving technologies on construction-related businesses and their operations. Learners will gain insights into these emerging technologies and how organisations may harness these technologies to their advantage.



Best Practices for Green and Gracious Builder

21 Jun 2023 | 21 Jun 2023 | 9.00am – 1.00pm | Online

Accreditation: SDU: 2 Units | PDU: 4 Units | CET: 4 Hours | CPAS: 4 Units | ECO (SCS) Licence renewal course

The workshop will equip participants with knowledge to implement and improve their green and gracious practices based on the latest requirements of GGBS version 2.1. Participants will gain information regarding the successful implementation of best green and gracious practices.



Design for Safety (DfS) for PMEs (Professional, Manager and Executive)

22 Jun 2023 | 9.00am – 5.30pm | Online

Accreditation: SDU: 7 Units | PDU: 7 Units | CET: 7 Hours | CPAS: 7 Units | ECO (SCS) Licence renewal course

The course will cover DfS aspects of the whole life cycle of a building or structure from conceptualization, design, tender, construction, occupation, maintenance to demolition.



Welcome New Members

(Dec 2022 to Feb 2023)

ASSOCIATE

LANDMARK E&C PTE. LTD.
ALFA TECH VESTASIA PTE LTD

TRADE

PESTIMESH PTE LTD

SLOTS REGISTERED CONTRACTORS

9K SERVICES PTE LTD
AK IDESIGN & CONSTRUCTION PTE LTD
ALPHA PLUMBING & WATERPROOFING PTE LTD
ANJO ELECTRICAL & RENOVATION
ANZEN DC PTE. LTD.
AREA CONCEPT PTE LTD
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AX IMAGE PTE LTD
B&J CONSTRUCTION PTE LTD
B&W INTERIOR SERVICES
BATHWORLD PTE LTD
BENG CHENG METAL PTE LTD
BOON KENG HUAT INTERIOR SERVICE
BSB SERVICES PRIVATE LIMITED
CEDRON DESIGN STUDIO PTE LTD
CHEN JIAN CONSTRUCTION PTE LTD
CHENGXIN CONSTRUCTION PTE LTD
CHIP HUA PLASTERCEIL DECOR PTE LTD
CLASSIC POOLS SERVICES PTE LTD
DAC PROJECTS & CONSTRUCTIONS
DEMOLISH FIRM PTE LTD
DIGITEC ENGINEERING AND SERVICES PTE LTD
DIMODA PTE LTD
DING FENG ELECTRICAL PTE LTD
DING HUAT CONSTRUCTION PTE LTD
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DYNTEK PTE LTD
EDGE CREATIONS ID PTE LTD
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FLY DESIGN AND CONSTRUCTION PTE LTD
G RENO CONTRACTOR
GLOBAL ALUMINIUM CONTRACTOR
GZ ENGINEERING & CONSTRUCTION PTE LTD
H3K TEAM ENGINEERING PTE LTD
HENG RONG GLASS PTE LTD
HOMEMAKER BUILDER PTE LTD
HONG HE RECYCLING & CONSTRUCTION PTE LTD
HONG YUN BUILDING CONSTRUCTION PTE LTD
INTERNI CONSTRUCTION ENTERPRISES PTE LTD
ISLAND CONCRETE (PRIVATE) LIMITED
J&K ROOF CONTRACTORS
JIRUI ENGINEERING PTE LTD
K&M REFRIGERATION ENGRG. PTE LTD
KAI JIAN TRADING
KAVIN'S ENGINEERING & CONSTRUCTION PTE LTD
K-BUILD CONTRACTS PTE LTD
KINGSTON MECHANICAL ENGINEERING PTE LTD
KROME RENO PTE LTD
L & L CONSTRUCTION AND TRADING (PTE. LTD)
LAMINATE DOOR PTE. LTD.
LEONG SHEN ENGINEERING & CONSTRUCTION PTE LTD
LIENTA ENGINEERING & SANITARY WORKS
LIGHT AVENUE PTE LTD
LIM BOON BING METAL WORK CONSTRUCTION ENGINEERING
LIVING STREET SERVICES
MALFORD CERAMICS PTE LTD
MARBLE FINISHING
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REVO RENOVATION & CARPENTRY PTE LTD
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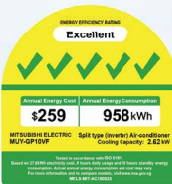
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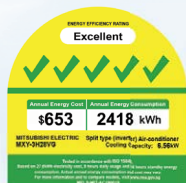
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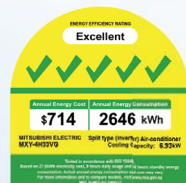
MUY-GP10VF



MXY-2H20VF



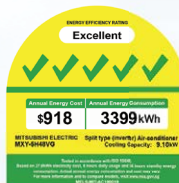
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