



Teamwork and knowledge sharing shorten the learning curve.



Staff are given opportunities to chart their own learning and development paths.

Human Resource

“It is better to be approximately right than to be absolutely wrong.”

TAN Pheng Hock, President and CEO, ST Engineering.

Nurturing an enterprise instinct

As a globalising entity, ST Engineering is in the very cauldron of international competition, short product cycles, rapid technological change and shifts in customer needs. To stay ahead, the Group must be focussed and adept, constantly anticipating change and reinventing itself. At the heart of its ability to achieve continued success is its people.

The Group recognises its people as its most valuable asset. It takes pride in investing in them and fostering a culture where they are empowered and driven by a passion to excel and be creative. The result is an environment that embraces innovation, encourages learning agility and cultivates a cosmopolitan mindset.

Embracing innovation

Innovation is celebrated at ST Engineering. The commitment to innovation springs from the top, but is embraced across the ranks with management personally encouraging staff to think different and take calculated risks, as well as empowering staff to experiment.

The Group uses many ways to create a hothouse of innovation and creativity. These range from various forms of staff development and training, to incentives that reward innovative thinking and practices, and a commitment to R&D. On average, each staff member spends about 15% of his or her time on activities relating to innovation. These include training, forums, suggestion schemes and continuous improvement exercises including EVA, Kaizen and Six Sigma projects.

Each year, the Group introduces about 50 new products and systems to meet customer needs. As at end 2004, the Group had been awarded 52 patents with 191 patents filed.

ST Engineering also has a dedicated business unit, FusionWorks, chartered to look for emerging and disruptive technologies around the world. There are, in addition, Centres of Excellence, which focus on specific technology areas. The gems of ideas and research produced are then shared groupwide.

The Group applauds its people for their innovative ideas, recognising the best of these at an annual award ceremony.

The culture of innovation makes good business sense too. Savings from staff suggestions were about \$23.8m in 2004.

Promoting learning agility

The Group recognises that in this era of rapid technological change and heightened competition, its people must have the capability to learn quickly to be effective in first time situations. This is achieved by encouraging staff to use their learning strengths, test the unknown, innovate and seek constant feedback.

The Group cultivates a pro-learning culture by encouraging knowledge sharing among staff to shorten their learning curve. It gives its people opportunities to chart their own learning and development paths, and facilitating learning from courses and other platforms, creating a focussed and committed workforce.

For its efforts in people development, ST Engineering received the Partner of the Year (Company) Award 2004 from SPRING Singapore.

Shifting to a cosmopolitan mindset

Going global demands a flexible and nimble workforce sensitive to different cultures and work practices, as well as having the ability to adapt to them.

Developing a cosmopolitan mindset requires a long term and consistent strategy that includes job rotations, overseas postings and courses, such as senior executive programmes for exposure and networking.

Workforce diversity is important for enhancing a cosmopolitan mindset and is a source of creative ideas and local operational knowledge. Recognising this, the Group attracts talents from across the globe

by advocating meritocracy and an EVA-based reward system. Today, the Group's diversified workforce is 40% non Singaporean, with over 11 nationalities.

Developing leadership and talent

Reflecting the Group's vision, goals, core values and business environment, eight core competencies have been identified as hallmarks of leadership at ST Engineering. These are business acumen, speed and focus, forging partnerships, mastering change, decisive leadership, organisational teamwork, continuous innovation and customer intimacy. They serve to nurture the enterprise instinct in its leadership that is crucial to its continued success in the global arena.

Workforce Analysis
(as at 31 December 2004)
Total: 11,619

