

# 首次参观

## 工运代表了解中小企业如何提高生产力

孙伟伦 报道

为了让员工能够舒舒服服上班，印刷公司Markono在印刷房装上冷气机，提高了他们的士气，也提高了生产力。

一组来自工运的40多名代表，连同全国职工总会秘书长林瑞生，昨天首次参观了中小企业，进行学习之旅，了解人数少过200名员工的中小企业如何在资源不足的情况下，提高生产力。

职总助理秘书长兼任职总工业关系署署长詹惠凤说：“他们能够想出新点子、运用新科技，管理层也加强同员工的联系。最后想争取的不是要提高生产力5至10%，而是怎么提高工作的素质。”

成立已有44年的Markono在五年前意识到印刷业趋向饱和，甚至萎缩，公司有必要顺应趋势。

原本在另一家公司人事部任职的余慧琪，五年前成为Markono执行董事时，就决定从人事管理下手，改善工作环境，以提高生产力。

现年30岁的她说：“科技可以很快变化，要改变人的思维需要更长的时间，所以我们就先从人下手。”

结果就是一间装有冷气的印刷房，以及一系列的人事部政策的调整。

余慧琪说，她重新检讨了工作评估的关键绩效指标（key performance indicators），确保员工有足够的工作发展空间。

另外，她也在薪金制度上附加可变动花红的部分，鼓励员工更积极工作。之前，员工只获得常年工资补贴（Annual Wage Supplement，简称AWS），而不享有其它花红。

余慧琪说，对一家员工不多的中小企业



林瑞生参观Markono印刷公司，看新的图像控制扫描仪如何帮助年长员工更准确地校对页面的排版与设计。（林国明摄）

来说，员工的动力是很重要的。“员工少，所以只要有几个积极的员工，就能很容易地把动力传开来。”

除了人事方面的调整，公司在过去四年也投入了近1000万元，引进最新的印刷机器，也给职员提供职业再培训。

期间，公司就花了180万元，买进一台新图像控制扫描仪，把原本需要40分钟的颜色校对时间，减少到20分钟。现在，印刷厂能在更短的时间内，更准确地印刷出客户所要的页面。

董事长黄耀隆（31岁）说，员工通过操作新的机器，能在工作岗位上找到更大的满足感。

他们能够想出新点子、运用新科技，管理层也加强同员工的联系。最后想争取的不是要提高生产力5至10%，而是怎么提高工作的素质。

——职总助理秘书长兼任职总工业关系署署长詹惠凤

他说：“有了最好机器，最好的自动化程序，没有最好的员工，根本无法把工作做好。”

# Firm taps into NTUC fund to boost productivity

**SINGAPORE** — A local printing company, tapping on a fund by the labour movement for productivity improvements, managed to halve the time needed to set up each print job to 20 minutes with a print image control scanner.

Using funds from the National Trades Union Congress' Inclusive Growth Programme (IGP), Markono Print Media installed a shop floor data collection software to track real-time production output, replacing a manual process that was prone to human error and time lag.

The company was highlighted yesterday as a model of how a small and medium enterprise (SME) can stay ahead of the competition by raising productivity when 40 union leaders, together with labour chief Lim Swee Say, visited its premises to learn about its productivity initiatives.

The company also enhanced the skills of its workforce, with enterprise and initiative training for its supervisors and managers.

Markono managing director Edwin Ng said these investments have improved productivity by 20 per cent and the morale of the workers: "They look forward to coming and it's easier to attract people because we



**Labour chief Lim Swee Say (centre) and union leaders learning about Markono's productivity initiatives.** PHOTO BY WEE TECK HIAN

don't have to spend as much time training. A lot of the work is now more automated. And they are able to see the results and benefits in their day-to-day jobs."

Workers stand to get up to 10 per cent extra in their paycheques at the end of the year if performance targets are met, the company said.

NTUC assistant secretary-general Cham Hui Fong, who took part in the visit,

said: "Many people think SMEs, compared to the MNCs (multi-national corporations) are probably limited in resources and in terms of their management practices are not as efficient and progressive. But if you have the right drive coming from the management and you have the commitment coming from the workers, they can actually get a very good team to spearhead a lot of productivity improvement." WAYNE CHAN

