

Theatres of History and Memory: Industrial Heritage of 20th Century Singapore

National Archives of Singapore, Oral History Annotations

General List

DHANABALAN S

Accession No: 003018

3 June 2010

The Public Service Reel 1

- His idea of what Singapore needed to do in order to survive and thrive was to not continue being an entrepot. Need to become manufacturing centre, set target 25 to 30% manufacturing to GDP. Need get people from overseas such as Japan and Hong Kong, which were completely opened to MNC investment in Singapore (threat in most countries because seen as powerful and ability to influence local politics) The ability influence local politics depends on the extent to which local polities were opened to bribery and corruption, which was not the case in Singapore. Absolutely no doubt that any foreign company could influence local politics. They can influence local policies, which the government tapped on them a lot.
- Dr Goh began to issue licenses to foreign companies to participate in offshore markets, which was why US, German banks came to Singapore to invest. They based themselves in a global city with an offshore market to serve. Had to introduce duties and tariff commissions because of the thought that Singapore can no longer be a free port. Companies apply protection to EDB. For example, big battery plant 'LED' in Bukit Timah asked for protection because could not compete with Japan. Companies producing **mono sodium glutinate?** could not compete with companies such as **agimo motor?** so they asked for protection (43:35). Established common market with Malaysia.
- Need to promote investment on the basis of world market. Caught whiff of new investment model: Invest in your own country to make yourself competitive and thus attract foreign investors.

TAN Kok Kheng

Accession Number: 000232

21 December 1982

Pioneers of Singapore Reel 6

- Japanese, Italian, German and French engineers to help in the rubber industry. Tan Kah Kee pioneered rubber sheets and made rubber shoes, umbrellas, tires etc.
- Tan Kah Kee switched to manufacturing in order to make use of his own raw materials to produce and sell. Suggested a training school in the manufacturing industry to start a factory in China for the benefit of SEA and China. Direct contact with Tan Kah Kee and workers everyday to check on them.
- Tekong Brickworks was part of Tan Kah Kee's enterprise. Stopped when company was in liquidation in 1933. Negotiated in 1936. 1937/1938 gained lease and rebuilt it. Tan Kok Kheng took over the company, partnership between elder brothers and father. Initially produced less than half a million a

month. 1 million bricks a month and became second largest brickworks in Singapore after expansion. Alexandra was the biggest.

TAN Kok Kheng

Accession Number: 000232

21 December 1982

Pioneers of Singapore Reel 7

- Inflation after war. Only \$5,000 from Claims Commission as they had no more money. Not enough to rebuild so he had to close brickworks.

CHEW Victor Chin Aik

Accession Number: 001965

29 October 1997

Special Project Reel 2

- Grandfather Chew Boon Lay manufactured biscuits such as Marie, ice gem etc as was well established by 1920s before Khong Guan came in. Also made sweets and soaps. Sweets like cherry, lemon and orange flavours.

TEH Wan Boon

Accession Number: 003461

29 March 2010

Special Project 25

- Managing director of Sentosa Plywood. Went into other line of rubber industry: brokerage.
- Switched to oil palm industry by converting rubber estates he owned. Intended to start oil palm mill but owned estates too small.
- Rubber industry now more competitive. In the 1950s, there was less competition. After the Korean War, many people came up with their own rubber dealings or plantations in Malaya when the British left.

TANG Nicholas Khui Cheong

Accession Number: 001757

23 April 2001

Chinatown Reel 8

- In 1954, his father started making pure almond syrup, ringworm lotion and tea bags production. Printed company name on 4-5 inches sealed envelope tea bags. Gum made of sago and glutinous wheat flour to seal envelope.
- Buying hundreds of bottles for the almond syrup and soaked them in a big stainless steel pot. Got it from the Garang guni shop because in those days people consumed reused bottles. Washed a few times then lastly hot water to wash the bottles again before bottling the almond syrup. Fit cork in the bottle and a machine to seal the bottle top with aluminum foil. Packaged bottles using translucent paper. Around 20 dozen bottles packaged per night.

PILLAI GOPINATH

Accession No: 003633

16 August 2011
Special Project Reel 2

- Became general manager in Raya Mills in Singapore. 300 over workers in Jurong. Taiwan-trained factory manager (Singaporean) and some workers were skeptical of his abilities to work there at first. After that became really good friends with the factory manager and worked with him really well. First hand experience, job scope was running the company by managing people, deciding on unit and increment matters. Government was main shareholder in this company, 50% was owned by Minister of Finance inc. Government wanted to get out of garment manufacturing so he could not continue in Raya Mills.

TAN CHIN NAM

Accession No: 003841

6 January 2014

The Public Service Reel 2

- Main incentives offered to companies to motivate them to invest in Singapore were tax and financial incentives to companies. Main change in direction in 1986, Singapore should become total business sector, a change from manufacturing sector.
- EDB job is to promote Singapore internationally. Global city with total business abilities. Partnership between companies and Singapore. If strategy feat is good, able to offer more financial incentives, R&D grants, what he called 'Incentive plus approach of doing investment marketing'. This included many overseas visits.
- In the early years of Singapore's industrial development, the emphasis was more on Singapore's cost advantage, as costs of labour was cheaper, infrastructure cost-effective, conducive environment, abundant land. Higher and higher as moved up economic ladder, became harder to attract.
- In the 70s and 80s, manpower was the key in EDB's eyes. As we moved from labour intensive to skills intensive, trainings changed as Singapore continued to be relevant.

YEOH FRANCIS SONG CHIAN & EMILY

Accession No: 003362

9 October 2008

Economic Development of Singapore Reel 2

- Home production 'Tai Tong Ah Co Pte Ltd' producing medicated oil. On average a few hundred bottles a day. Hundreds of cartons and one carton carried 20 bottles. Father supplied to shops in Malaysia as well. Leave goods in the village and came back later to collect, based on trust. Mother took care of HDB flats here. Around \$200+ a day (50 cents to 1.50 per bottle). 1966/67 found a place to manufacture, bought first factory in Tannery Road (Tang Li?) in 1968. Incorporation to private limited in 1978. Pharmaceutical tanks and mechanical stirrer, semi-automated filling machines, thus expanded and switched to automation.

- Early 80s, appointed an agent in Malaysia to handle the demand supply. Late 80s, also decided to give Singapore to an agent. Father was a very Chinese businessman; every sale was recorded on carbonized sheets. Father used abacus to calculate prices instead of a calculator. At that time still quite family-run, only 2 to 3 non-family workers, as company was still very involved in packaging. After that moved to Alexandra Road. Hired western pharmacist to help them as well.
- Pros: being able to keep the secret formula and providing any services she could do. Cons: quite difficult to show your skills or abilities. Streamlining their products was father's decision. Had no competitors, only imitators. Francis explained accounts and capacity of factory. In a Chinese pharmaceutical business requires a lot of compliance.

LOH HENG KEE

Accession No: 002428

23 February 2001

Transportation in Singapore Reel 3

- Appointed member of JTC. At that time Singapore was under Dr Goh Keng Swee and was creating industrial parks, which was why JTC came about. Discussed on how to industrialise Singapore, importing raw materials and exporting finished products. JTC started off in that direction. Just a member of SOPS. Director of Neptune Orient Lines (NOL). Singapore wanted to start its own shipping company so some members were transferred to work in this company.

CHIA AH TEE

Accession No: 003550

26 August 2010

Chinese Dialect Groups Reel 11

- Engaged father's old employees (3 of them) to set up 'Chia Brother's and Company'. Worked under him for 6 months because of better pay in other shipping companies. He supplied laborers to ships from UK, Norway and US. He got his contact from company in Battery Road. Goods they load/unload from the ships. Where he got his workers from. Why his competitors failed to sabotage him. Their common pool of laborers were Malaysians. Had to schedule their work. Laborers worked in gangs of 12. Working hours. They were paid monthly lump sum on ship basis. His laborers were between 30-40 years old. Interviewee used to work for three shipping companies before it was reduced to one.
- Peak period for his business was 1948-70. Instance where interviewee did not go home during Chinese New Year due to work. He had no budget restriction for his family. His chief assistant carried on with his business when he left. Company folded up around 1983.

MA RONNIE SOON PENG

Accession No: 004080

8 September 2016

Grassroots Reel 1

- Father was a plumber. Back in the days, great loyalty to the company you worked in. Workers kept in touch with his father. Frequent meet ups with his workers and clients at Whampoa market. Bringing him down to OG building at upper cross street? and another one at Albert Mall area. When construction industry blooming in 1960s, he started his own sanitary and plumbing company.

LEE CHEE SANG

Accession No: 001939

29 August 1997

Special Project Reel 5

- Natural gas directly supplied to customers but at that time natural gas hasn't come to be useful in Singapore yet. More or less on the job training then operating the plant.
- Surrounding areas of Kallang Gasworks 20 years ago crowded with old shophouses, rochor river running by the side. Upstream carried litter to the Kallang basin or its rivermouth, which was where the gasworks situated. Gas plant at that time was operating using heavy fuel oil. Out of 6 plants, 5 plants were running with heavy fuel oil and produced by-products (tar), which made it an untidy place. Could see brown smoke emitting from the plants. Transportation of logs along the Kallang River. 2-way narrow Kallang Road served as a main road to connect to Geylang and old shophouses, slums and squatters along the road in Kampong Bugis. Significant changes in safety procedures at Kallang Gasworks by work jointly with safety division and drew more rules to educate people on importance of safety.
- Shut down Kallang Gasworks by 1998 and move the operations to Senoko to return the Kallang land back to the government.

NG KEE CHOE

Accession No: 003043

5 April 2006

Economic Development of Singapore Reel 1

- Foreign banks 25% of shares and government held 50%. Other banks provided check and balances and banking experiences. Financed first paper. Projects involved in – Rollei. Nature of operation was big and complex (In Germany, Singapore) had to ensure the transfer pricing was correct and the Singapore operations was not used to subsidized the German ones. Scope of project included metal stamping, parts manufacture and some technology in making lens. Rollei project was important as it helped developed our capabilities. Rollei finally did not succeed and had to close down but it spun a lot new industries in Singapore and in the process created many new skills here.
- Financed MNCs and local companies. For example, 3-5 year loan for a local bristle company to promote local manufacturing abilities. Small garment factories in Toa Payoh and this created employment via financing such companies.
- DBS's venture in commercial banking. Reasons for decision. DBS' relationship with local banks. DBS' relationship with the Government. DBS prepared to finance projects other banks were not. DBS established new financial institutions. Asian bonds. DBS's involvement in joint ventures - brought in other banks. Merchant banking joint ventures.

FONG LOO FERN

Accession No: 001520

7 July 1994

Women Through the Years Reel 1

- Obligated to join the family firm. But she decided to leave CYC (Chiang Yick Ching) Shanghai Shirt Company after 8 years. Joined back when her family members did not and could not continue. She took over to prevent business from dying.
- In the 60s, being one of the pioneer manufacturers, they were able to expand locally and regionally, as there was demand for their products in Indonesia (at that time they didn't have many garment manufacturers and branding). Expanded into own factory building in 1972. Most catering to Indonesian demand. But when Indonesia closed the doors, sales plummeted coupled with Singapore's difficult times in 80s. Intense competition from foreign imports and growing expectations of consumers as well. Requires dramatic changes and the management were not ready to handle. Also no active action taken to attract consumers so had to restructure the way they handled their business.
- Average turnover was 6 million a year, a lot for a medium sized company. Only had one factory and 8 shops. Indonesia was the main export market.

CHENG TONG FATT

Accession No: 003971

23 January 2015

The Public Service Reel 4

- Set up Singapore Food Industries, quality control, chairman was Dr Goh.

GOH RONALD WEE HUAT

Accession No: 003790

13 February 2013

Economic Development of Singapore Reel 2

- E&E imported used film projectors and resold mainly to Malaysia. The company started to have projects in Indonesia when the 70mm projector system became popular there. Indonesian audience liked movie theatres with good sound system. Interviewee always liked dealing with sound equipment even when he was young. The company had a big break when it did sound system for the National Theatre in the 1960s. He also installed sound system for discotheque Gino's a-Go-Go. He equipped himself with audio and sound knowledge by reading magazines. The company also installed sound system for National Stadium in 1972. Interviewee talked about acoustic consultant Dr Jacek Figwer who was involved in the National Stadium project. Interviewee discussed the challenge of providing good sound system, quoting examples of Raffles City Ballroom, the Singapore Indoor Stadium, Paya Lebar Methodist Church, amphitheatres and a school stage in Jakarta.

GHADIALI, RUSTOM (MR)

Accession No: 003153

26 April 2007

Special Project Reel 5

- Used to work in a factory making electrifiers in an India company in Singapore. Went into collaboration with a US company on semi-conductors. Thinking of buying a piece of land in Jurong, which was still a flat piece of land. 1971 to 74 he was the general manager for the factory in Kallang. Recession and factory started retrenching workers. US company thought that they should close the factory. So he set up 'Mazda Electronics' factory from 'Mo-system electronics' in Kallang in 1984.
- Later moved from the production of printed circuit boards (PCBs) to educational programmes in 1987.

CHIEMPITAYANUVAT, ARUNCHAREE

Accession No: 003914

13 January 2015

New Citizens Reel 4

- Decline in the local textile industry since the 1997 Asian Financial Crisis. Also had to provide higher-end products due to China competition. Need to use better quality products such as move to more organic cotton. Niche market in products India and China cannot afford.

YIN, SIH SYDNEY

Accession No: 003907

17 September 2014

Special Project Reel 9

- Came back to Singapore in 1970 as Operation Manager under Esso, managed terminals in Tanjong Pagar, Jurong and closed the one in Tanjong Rhu. Refinery at Pulau Ayer Chawan started operation, Jurong station was for distribution and supplied to Singapore and South Johor Bahru. Crude oil was from Middle East, carried in by big tankers. Four oil refinery companies in Singapore in 1970s, including Singapore Petroleum Company (SPC), Mobil, Shell and Esso. No price war among these companies. Oil companies in Singapore formed team to negotiate fuel supply for Changi Airport with the Department of Civil Aviation (DCA) in late 1970s. Each oil company would decide on their own price and amount to be supplied. Airlines would decide which oil company they would use. Aviation fuel used was similar among all oil companies according to international standard.

LIM KAY HUA

Accession No: 003364

28 April 2008

Special Project Reel 1

- Worked as a labourer in Harbour Board. Father went into construction business, part-time contractor, after working for more than a decade in Harbor Board. Shareholder Da Nanyang Construction. Father's big business break during WWII with his pineapple business. His pineapple estate In Johor Bahru.
- Got on very well with Shell managers.

Interviews of Employees

CHIU Dolly

Accession No: 002638

18 April 2002

Special Project Reel 8

- Left Cold Storage in 1979 and went over to manufacturing side. Shocked that she was the only female there. Did market research and handled distribution of soft drinks and salesman who spoke Hokkien. Took awhile to get used to the environment of the manufacturing plant. Frozen milk cubes were packaged into cartons. She worked during the period Sprite was introduced by Cold Storage and was in conjunction with a Star Wars movie. Awkward situation because Sprite under Cold Storage belonged to Coke and Coke belonged to Yeo Hup Seng. Distributors were local Chinese, big dinner catered to these people such as Shark fin. Sprite became very successful in the market. Manufacturing plant was in Upper Bukit Timah, before turning in to the fire station, 10 years ago they sold the place.
- Although she was attached to the bottling and ice cream plant, there were other manufacturing places in Jurong for ham and sausages, sunshine bread etc. It was such a big world and how the manufacturing industry worked. Other than doing market research, she also had to count the number of bottles involved. She also got to travel to other places of Singapore and that's how she learnt the road networks in Singapore. The main setback for her was that she couldn't speak Hokkien so she had to converse with the salesmen in Chinese. Nice to work in a male environment because they will take care of you and less bickering. Listening to their stories such as the exploitations in the Middle East.
- She applied her previous job via the newspaper. Tan Siok Sun was very involved with one of the ministries and was married to Goh Kian Chee. She guided her all the way and was very helpful. She encouraged them to pick up skills in the supermarket such as cooking talks (how to use parts of the meat). Wine drinking wasn't such a big thing and there was a gentleman who wrote about it. She put us under his guidance. She was her boss.
- Her previous job was with customer relations in the supermarket, helped to plan supermarket promotions. She believed her job was given a glamorous title. Cold Storage tried to do a gourmet section (wine, cheese). Learnt about imported food etc. Then she decided to leave and worked under the manufacturing arm when there was an opening in Cold Storage. Supervisors were really hands-on. Ham was in trend during those days. When they encounter shortage of labour manning the cashiers, they had to stand in. During that time, they had to work out the amount on their own, as the cashier machines were not as advanced. Shoplifting was exciting when they apprehend the culprits. The guy stole ham and hid them in his broad pants. Even the rich shoplifted items such as chocolates. She then worked in the manufacturing side from 1979 to 1982.

CHIU Dolly

Accession No: 002638

18 April 2002

Special Project Reel 9

- Cold Storage was a really big bottle manufacturer. Her boss had to go out to the other outlets. The relationship in this bottle industry, how to entice the coffee shops to take the drinks, bargains given to distributors. If they made an agreement they will stand by it, they were very honourable. Competition with Yeo Hup Seng. In order to entice the distributors to promote the drinks, they actually had to treat them to sumptuous dishes such as roast suckling pig, abalone, including drivers and helpers. Campaigns included free caps, drinks etc. Got into consumer tasting, they wanted to launch different cola flavours. This blind testing they had to sit people down and record down. People ranked cola last and left them in surprise. They tried to launch Canadian Cola, which people ranked the best but due to heavy advertisements of Coca Cola, it died off.
- Cold Storage also produced butter. Buttercups, a by-product of butter, were heavily advertised in Malaysia so it was a hit among the Malays. Cold Storage was also into exporting butter to Saudi Arabia in a different packaging.
- Cold Storage Manufacturing Sunshine, Cold Storage Manufacturing Gourmet etc. These manufacturing branches of Cold Storage have evolved over time in her opinion but she doesn't know the details.
- Cold Storage initially used wax paper to package Sunshine Bread. Gardenia came up with the plastic packaging and Cold Storage tapped on it. Some consumers believed white bread not fit for consumption. Milks were packed in triangular packs and used to leak often. This period was when air-flown vegetables started coming in. It was treated like gold, as they were only flown once a week.
- Cold Storage was the place people wanted to be seen in during the early 1970s. Cold Storage has established itself more as compared to First Patrick, which hinged from Hong Kong. They were both British. Cold Storage had bigger operations than First Patrick. Cold Storage bought over First Patrick. The supermarkets were actually similar in her opinion in terms of the layout and catering to consumer needs.
- Her youngest brother, Robert, started his own piano company in Tanjong Katong in 1968 after a quarrel with her father. He had some help from his late Father in law. He eventually built up quite a name for himself and got the agency to Kawai Music, which was second to Yamaha. Calappiano was the company that people bought their pianos from but it lost to Steinway around 40 years ago. Robert was sent to UK to night factories and learnt to be a piano technician but Robert split ways with her father to build his own company.

LEE Sue Siew Hong

Accession Number: 003436

30 November 2009

Visual Arts Reel 6

- It is about time pattern cutters should get some recognition. Students were unsure that there is a future in pattern making. Hopes that there are future associations to teach them pattern making. There is no shortage of work for pattern makers but there is a shortage of pattern makers. Nowadays, people have to pay a price to hire one. Teaching in NAFA fashion school. A lot of students prefer to be designers or merchandisers, as they don't believe pattern makers is a job that demands a certain pay or skill level. In her opinion, one

takes pride to be able to make patterns, as equally skilled as a designer. Hope it would be seen as that.

- Pattern makers would have at least designers who want the designs being created by them, hopefully an association. Strangely not many male pattern cutters. Thomas Wee is a jagged cutter, more of a designer. She believes there are not many pattern cutters at all.
- During her childhood days, males dominated this trade. Nowadays either retired or went over to the sales line. Being a pattern cutter, it is more realistic and can make a decent living. Also an achievement, not that bad as a job. Hopefully the young generation would understand and see it as some form of skill that they can take pride in. Older pattern cutters were mostly trained in local private schools, but she believes there aren't many now. No competition for her in this field today.
- Today's designers have different attitude - they recognise the importance of the pattern cutter. Runs Womb's workshop at Bukit Merah with 4 people working under her.
- When Japanese stores opened many local designers began putting their designs there. Initially stores bought collection and later took on consignment. Japanese tourists didn't buy local designs, came here for brands.
- Design schools had big impact on fashion scene in late 1990s. Young designers appeared and they approached Sue to make their designs. Was turn around for her and she has been doing well. Mentions newcomers Nicholas Wong, Joe Soh. Only some succeed because designers got to have their own styles so that people will recognise your brand. It is not easy to be one. Some became faceless designers as a result. Some folded and restarted, such as Keith Png, who designed one of Fann Wong's gowns. Jonathan Seow is quite famous locally and internationally during a short time period due to his branding and limited products.
- Fashion scene between Singapore now and 1970s 1980s. At least designers are now well-known, such as the Womb labour or Jonathan Seow. 70s was a one or few pieces of clothing compared to how products now are sold commercially. Fashion clothing now come with their own respective signatures. Challenges that today designers face are the rising rental fees. Seamstresses and pattern cutters face similar issues. Working under K Mi. Huang in Womb. Inspired by anything, very spontaneous, not a diva. Designs very edgy and structured. Her designs often challenging but listens when Sue tells her they cannot work.

LEE Sue Siew Hong

Accession Number: 003436

30 November 2009

Visual Arts Reel 4

- Worked under Bill Gibb. She would follow a sample garment to make things, was still learning process for her. They would take a day to make one garment. Sometimes had to fit garments to models Had to learn new sewing skills, including beading. Worked from 9am to 5pm, five days a week on fixed wage. Bought her own machine and made her own clothes and shirts.
- Got job with Electrolux running training centre for sewing machines in Payer Lebar. Had to train sales people and later housewives who needed to learn basic sewing skills. She left when company said she should be paid based on

work figure - she should be selling to those she trained. Not sales oriented, she left the job after 2 years.

- Was designing for Jean Yip's boutique. Took Sue on because she was London trained. Francis made sketches and she did patterns based on sketches. She cut them and gave to one of the girls she employed to sew. Took part in competition and had to make collection made from patched China silk.
- Began working with Lesley Loong who had boutiques in Wisma Atria and Takashimaya for around 2 years. Early and mid 80s were good for work. By then 4-5 people working for her. Was receiving orders from different shops.
- There were many up and coming designers including Celia Lowe and Esther Tay, although many disappeared after a while. By 1990s Indonesians started to compete with sewers and cutters - much cheaper mass produced in Bintan and Jakarta, and Hong Kong also came in with cheap mass-produced clothes. Designers couldn't compete. Sue started making uniforms for Estee Lauder. All big designers hit badly.
- Found it hard to make money but kept going by taking whatever came her way. During the late 90s and early 2000 new designers appeared and things began to pick up. Says there is now a market for clothes that are unique in their own ways.

LOO Leong Thye

Accession Number: 002600

25 January 2002

Economic Development of Singapore Reel 3

- In 1978, worked in ITT as an engineer for 3 years, which did their manufacturing and engineering factories in Singapore. Workers sent to Taiwan for training. Component assembly, testing, soldering machines in Singapore. CKD or Completely Knock down, parts shipped from US. Cut down shipping fees; ship rack more than 10 feet long, weight close to about 200 kg.
- Electrical cables underground in Singapore compared to US on wooden poles above ground. Made stainless cover for such cables in Singapore. Leakage and corrosion problems of the aluminum cast and stainless steel had holes due to Singapore being situated near the sea and high humidity. Went underground in Chinatown to assess the situation. Poor conditions due to high humidity and smell.
- They lost the tender and the factory was to be closed after 3 years of contract. ITT also had another manufacturing industry, manufacture of television parts for the European market. Salary around \$600 a month, above average, could even afford a car worth \$11,000.
- He got the job at GE as QC or Quality Control engineer before the factory he worked under closed down. Also making televisions for the European markets. Pressure was great because now he was working under a big factory, needed tend to workers ranked lower than him. The job itself was very pressurizing and challenging in a way that he saw a different perspective. Manufacturing was fast paced here. Normally had to reject parts that did not go through QC test. Boss had suppliers sitting with him while he questioned why they failed. Boss probably had under dealings with suppliers and forced him to pass the components. 4 months later, he quitted his job and called his

old boss to help him finishing closing his business. Helped him sell away equipment and suppliers.

- Managed to make \$20,000 profit from the temporary 6 months job selling the old parts. Worked for Singapore Technology for a year in Sembawang shipyard from 1982 to 1983, selling sophisticated equipment such as navigation equipment, radio, and military related equipment to Ministry of Defence. Working for user initially and now he was asked to work for the agent. Started work as Product Manager for \$2,800. 4 months later he was forced to quit the job because his boss, under the boss he knew, feared he would take away boss' job so he had to slack away 4 months. Loo thought the job was not meaningful. Took up management and marketing diploma while working part time. Made own digital clocks and radios, as not as common on shelves as today. Believed in upgrading himself for 2 years. Niche experience so he could not find any jobs. Decided to set up business on communication products with his friends.

LOO Leong Thye

Accession Number: 002600

25 January 2002

Economic Development of Singapore Reel 2

- In terms of job prospects for those who are Chinese educated. During those days, Chinese educated cannot go very far, seamstresses, salesman selling textiles. The textile and sewing industry was very popular between the 1960s and 70s. Electronic industries were important during that period as well.
- Worked as a technician in a semi-conductor factory for 4 months. 3 shifts per day, \$280 a month but enough for someone who just graduated and had no experience in the field. Too tiring for him, decided to get a different job that doesn't have rotating shifts.
- Got a job as a technician at Jurong in 1974. Worked on troubleshooting products such as military equipment, walkie-talkie sets that belonged to Singapore Government and some Israeli company. Worked for 2 and half years there. 5 days a week. Factory bus to fetch them. Normal day \$400. Extra salary during weekends, working overtime, earned almost 50% more than normal salary in a month.
- Looked for another job in 1976 and joined Telecoms as a technical officer. Managed to get overseas diploma in order to join the company. Supervised the staff. Old government jobs higher pay than him but weren't doing their jobs properly. Run thick cables, learning on job experience that was not in textbooks. Went to every part of Singapore in his job. Worked for 3 years till 1978. Needed people to help them set up their factories. Needed engineers to do productions and thus supply to Singapore telecom equipment. Singapore government also encouraging local companies to do local manufacturing.

SAY Eng Sin

Accession Number: 002485

9 January 2001

Transportation in Singapore Reel 3

- Safety values are more stringent than before because bigger ships. Instruction manual to guide the workers in different safety measures, loading discharging, in case of fires, tank cleaning, carrying diesel. It is very important to make

sure tank are cleaned properly for airplanes to avoid water contamination. Washing was very complicated, a specialised job and needed a lot labour. Watched movies on board using a projector, do lots of reading and listening to music to spend time.

- Joined Pacific International Liner established in 1967. Vessel that specially transports sickly people back.
- Mostly they carry dry cargo, some Chinese emporiums carry commodity goods from China
- 1963 to 1968 gained experience on cargo ships after tankers.
- Left Shell Petroleum because of the difficulty getting promoted. No opportunities in Shell and seek more experience in other types of ships. Learnt how to carry out dealings and trading.

SAY Eng Sin

Accession Number: 002485

9 January 2001

Transportation in Singapore Reel 2

- Shell paid studying leave \$79 salary per month. First local trained officer from Shell. Different capacities of vessels. Earlier ones in Shell carried 5,000 tons and before he left the largest 8,000 tons. 12 to 14 knots not very fast.
- Role of Shell in Singapore. Centre of refinery and storage. Finished products go to Vietnam, Thailand, Hong Kong, Cambodia and Japan. Sometimes load crude oil from Indonesia depending on the type of ships. Shell also carried aviation turbines for planes. Shell had a base in US. His ship due to lack of storage space was a floating platform for oil.

WANG Chong Tung

Accession Number: 002432

1 September 2000

Vanishing Trade Reel 1

- Came to Singapore when he was 8 and worked in a garment factory when he was 14. Not much good work to do so he decided on working at the garment factory. Was only an apprentice, who helped to cut buttonholes and thread needles for women working there. Worked there for 1 year and thought it was meaningless.
- Goldsmith looking for an apprentice so he worked under him in Kallang. Helped to buy groceries. Individual stalls selling vegetable and fish products at the only market near the train station at the crossroad in Kallang Gas Works.

CHANG Mui Lang

Accession Number: 003372

1 June 2012

Performing Arts in Singapore (Music) reel 17

- Zi Lan encouraged her to learn design and dress-making and graduated after almost 3 years. Found a job via a newspaper at a garment factory in Toa Payoh. Disguised to look mature. Get to experience the real world. It was her first job. At that time, lacked labour but had many factories in Singapore. Many Malaysians came over to meet the demand of factories here. 2 people to pull 2m cloths. Took a lot time to pull such cloths. Cloth is cut using

machines. They hired specialised designers to design because the cloth can't be wasted. Leftover cloths are used to make other decorations such as pockets. Different from what she learnt. Computer generated machines to show where to position the patterns on the cloths. Using electricity to cut versus using scissors was different. Had to pay if she were to cut wrongly. Had to stand for long hours.

- Only had another worker to talk to, a new worker that came from Malaysia. The older workers had their own cliques. Did the job for 3 months. After pulling the cloth for 2 to 3 days, she was fed up. She asked for another assignment but she didn't know how to cut cloth using computer-generated machines. So she learnt data entry instead. She had to enter the number of cloth and the amount of money used. Made a mistake and had to hire a Hong Kong technical expert to assess the mistake for a week, as the mistake could not be erased. Resulted boss having to pay for the mistake. Boss was also not meticulous in checking the data entered. Felt guilty and resigned after 3 months.

DAS GUPTA, Sudhansu Ranjan

Accession Number: 003928

16 October 2014

New Citizens Reel 2

- Staff under him in Texas Instruments (TI). He worked as an accounting manager. Manageable working hours but during the monthly close they had to work longer hours. Not a big difference when comparing working in Singapore to India. Working environment in TI was really close and informal, something he never seen in India. Strict hierarchy in India as compared to Singapore, friendly environment and casually call each other by names. No adjustment problems in TI.
- In those days they were making integrated circuits, which were commonly found in any gadgets. Even today, they make business out of different ICs. Had no difficulty adapting to the working environment in Singapore. Worked for 23 years in TI. Worked in the subsidiary for 2 years on oil and land exploration before moving to the main manufacturing business in TI. Did accounting, admin and little bit of HR here.
- Eventually became Operations Controller for the Marketing Division, not the manufacturing division. At that time, TI established their marketing division in the Asian region, excluding Japan. 2 big warehouses in Singapore and Hong Kong. He was in charge of the warehouse in Singapore and the regional accounting job. He had to attend to admin and HR even though he was initially specialised in accounting because of the need to build customer relations. Products cannot be shipped and need to be tested. Made sure whether customers are financially sufficient to deserve some credit from TI. He had to travel frequently because of that. Great care towards his customers, understanding their size of manufacturing and the type of products produced. Also did export control to contribute to new areas in TI. TI produced sensitive items such as weapons. Had to research and assess the orders to avoid selling sensitive items to wrong customers. Dubious buyer from London 20 years back. Used to term as Weapons of Mass Destruction. Did the sake of doing it but now realised how important it was. Developed training programmes for Singapore because found new engineers from NTU. But these new engineers

had no knowledge on finances. Some export control, internal control, accounting control 2-day programmes. Boss liked it so he took the same material to teach in other countries' TI.

- Left the company in 1997. TI sold its manufacturing products to Mylicon Technology. At that time he was doing the regional job on logistics. Responsibility on warehouse and shipping distribution of oil plants. Only problem was that Mylicon was in Singapore, only not in the region. Mylicon had to find him another job since his job was to take care of regional logistics. TI wanted to post him to Taiwan for the same regional job. He declined but received 1-month advance payment. Mylicon seen unreliable and rumours saying that it was not better than TI. Did not have alternative employment when he retired from TI.

WEE Tew Lim

Accession Number: 003497

1 June 2014

Economic Development of Singapore Reel 5

- Sperry Univac was a niche player in the computer industry in Singapore. They were not very successful in selling their systems so they moved headquarters to Kuala Lumpur, as the Malaysian government was easier to deal with. Sperry was once a conglomerate, selling non-computer products such as Remington shavers. IBM (International Business Machines) not only sold computer but also had a diverse product range, including time clocks and electric Golfball typewriters. He had to clock in and out at IBM for a few years. Generally people in both government companies worked from 830am to 6pm and operated a five-day week before PM Lee came in.
- Description of IBM Golfball electric typewriters. They changed keys into balls. Was a status symbol into the 80s before the PC came. Univac had shavers and flight control systems.
- Computers were the main business of both IBM and Sperry Univac, around 70% of their businesses or more. His job scope was a marketing executive in IBM and marketing manager in Univac. Both jobs were on computer side. In the 80s, they moved typewriters into IT. They were not very successful in selling computers, other than the Singapore Telephone Board, which bought over a data centre started by DBS (Development Bank of Singapore).
- Computer sector in the 1960s and 1970s only applied to large organisations like Shell, Esso, Singapore Airlines, Central Provident Fund (CPF) Board, Ministry of Finance and later, Ministry of Defence. By 1970s, more companies began to understand the benefits of using computers. Became widespread. Multi National Corporations (MNCs) such as Texas Instruments and National Semiconductors were setting up in Singapore and became to use computers. Dr Goh Keng Swee brought the MNCs in.
- Industries that used computers included oil, manufacturing, airlines and the government. 1970s became more sophisticated and not only payroll like how Caterpillar and Komatsu used computers for inventory control. Komatsu made products such as bulldozers. Not easy to control how much in the inventory and when to re order them. Factors that led to wider use of computers to improve productivity and profitability in private sectors. US dollar was also dropping so it was much easier to sell the computers. In the government sector, they had more money, as they were nearly bankrupt in 60s.

Government could tap on the productivity of computers. Late 70s first microcomputer emerged. Technology improved and things became much smaller and cheaper. No Research and Development in Singapore till the late 80s and 90s. With formation of National Computer Board (NCB), the government promoted IT as a way of life, and a means to move into value-added industries in the 80s.

- Joining Inchcape as Operations Manager and worked there for a year and a half. Making sure things were done on time. Inchcape used an IBM system for sales analysis, inventory control and payroll accounting. Had car franchises and sold consumer goods such as chewing gums. Computers ran for three shifts, twenty-four hours a day. Had to make sure things were running smoothly in the computer room. Hardware problems needed bring engineers to assess the situation. Temperature in the control room was kept 18 to 20 degrees and workers on the night shift had to wear windbreakers. Four people in the control room per shift. Shift leader in charge of night shift and not the manager. Had to satisfy to the changing demands of business managers as conditions outside changed easily. Difficulty in hiring qualified staff. A manager was skeptical about the benefits of computers, its efficiency in pulling out records. Had to change mindset of people regarding the use of computers running loads of records rather than doing them manually. Computer professionals were not valued very highly within their organisations. Classes run by IBM to teach executives the basics about computers. Computing courses tended to be technical oriented rather than application oriented. Computer systems were reliable then because there were few moving parts so they had little breakdowns. Backing up data on magnetic tape and these data could be re downloaded again. Rewrite every 2 to 3 years because the tape slowly loses its magnetic properties. The number of years they kept the data depends on companies themselves. Some kept for some 7 years because of income taxes. If there were no legal measures, most companies keep for 2 to 3 years.
- Not particularly impressed with the way Inchcape was working, not efficient. The way they treated people in British companies such as Inchcape and Sembawang Shipyard. Hierarchy was involved even in the company's amenities such as toilets and canteens. So he joined Post Office Savings Bank (POSB) as head of the Computer Services Company before moving in to other areas in POSB. He desired to move to banking industry because of the difference between working at statutory boards and private firms. Private firms had more freedom in the way you buy things. POSB operated like a commercial bank, which granted more freedom and was more service-oriented. Less bureaucratic compared to other statutory boards. Statutory board in 1969 or 70. Objectives of POSB as a statutory board to encourage savings and mobilising the money to help people purchase housing, for example, or for national development. POSB not into investments and foreign exchange as compared to commercial banks in the early days. Ease of opening an account at POSB. POSB was the first opportunity for people to keep their money with a safe government body. Commercial banks initially didn't see POSB as a competitor. POSB's cost of operations was very low so they could lend out money at lower rates and the convenience of POSB branches all over Singapore. Majority of population didn't have anywhere to put money and POSB was the first reliable government body to put their savings. People

thought only the rich had access to banks. POSB's focus on service, being the first bank to introduce on-line banking to the people. POSB adopted an aggressive stance in the banking sector. How people initially were distrustful of the service and complained to MAS. POSB had an advantage with a tax-free status. Had lucky draws and annual television shows to advertise POSB as the local bank people can turn to. Tax free status of POSB. Training of service staff. Employing staff with a service mindset rather than with good academic qualifications. Many staff could speak dialects, creating a connection with members of the public. Introduction of payroll crediting. Invisible signatures on passbooks. Introduction of GIRO. Organisations were initially charged a fee for GIRO and people were angry regarding this management of funds. Accuracy allowed people to appreciate POSB better.

- History of the internal computerisation programme of POSB. Buying time off the computer at Port of Singapore Authority to do backroom accounts keeping around 1977 and 1978. Gradual changing of customers' passbooks. Bad weather also affected telecommunications lines. Sending cheques for clearing at night. In 1979, interviewee's first job was to recruit new people to start a Computer Centre for POSB, located at the CPF Building. The Centre used the IBM System/370. Hiring of mainly Nanyang University Computer Science graduates, who were skilled in programming but still required training in business processes so sent them to banking and IBM classes. Printer in Germany, CPU in Japan, so needed to assemble the parts. Configuration of the IBM System/370 took around 6 months.

LOKE Joo Teck (Some terms in Hanyupinyin)

Accession Number: 003487

12 March 2012, 19 March 2012

Economic Development of Singapore Reel 3

- At Da Nanyang Zhao Mu Chang (大南洋造木厂), he was hoisting wooden doors and windows to different floors of the government flats. Every area needed labour to do the work. Wood was directly imported from Malaysia's factories and they were cut down from the forest near the factories. In the 50s, average flats were 10 stories high. Wooden doors and windows were made in Zhao Mu Chang. Did frame first and polishing the frame before fitting the doors. In the past, the number of flats to be established was not planned as well as today. A motor with rope was utilised to bring the doors and windows to respective stories of flats for those with 10 stories. Materials were carried up manually for 4 to 6 stories. Workers were paid about \$8 to \$10 a day. He sub-let the fittings of doors and windows to Malaysians. Young Singaporeans didn't want to do such work in the 60s. These workers are relatively skilled, knowing how to calculate basic numbers. Private housing was more difficult to build.
- He was involved in wood works of Tan Tock Seng Hospital, built Wei Lan (fences?) and stairs' curved railings in the wood factory for the hospital. Helped with the exterior building of Singapore Telecommunications offices, setting up cables was not by them. This project was considered large at that time, comparable to the houses built at Holland Village and Bukit Timah. Built Hainan Clan Association and rebuilt Singapore Chinese Chamber of Commerce. This association used more sophisticated materials such as You

Mu and Jin Ai. Built Hainan Clan Association at Beach Road, the original site. Da Nanyang Jian Zhu Gong Si (大南洋建筑公司) also ended its operation and the site of the wood factory was sold to Singapore Woodcraft Manufacturing Pte Ltd(新加坡木器艺术制造厂).

SOO Seng Guan

Accession Number: 004014

1 July 2015

Grassroots Reel 2

- Did his first job building an altar table for the canteen in the grassroots community at the Geylang Bahru Industrial Estate. Different manufacturing industries in the area such as woodworking workshop, steel workers, food manufacturing such as fishball and bread. These people were relocated from Sembawang Road. Every 7th month, people laid the table and big joss sticks. Wanted to form an association to talk to the CC and MP better. Invited the MP to join the celebration.

TAY Philip Joo Thong

Accession Number: 003862

17 September 2015

History of Broadcasting Reel 3

- 1960s relatively easy got a job at Tanglin Halt Fibre Glass factory. New technology, get some material made of fibre glass and coat it with some kind of liquid to solidify the glass. As tough as steel. Made joints, linings and walls to be brought over to the sites. Got the job through newspaper advertisements.

SIM Jack Juek Wah

Accession Number: 003716

19 March 2012

Economic Development of Singapore Reel 7

- In Besco Building Supplies (SEA) Private Limited, successful because of speed of service, making proposals very fast. How to design in the best way, such as movable partitions in a ballroom requires a lot of thinking. How to get the maximum Permutation for minimum number of panels to divide the rooms. Catering for the consumer needs. Overcame unit sales. Could have wasted less money if they were more efficient but they did not know how because they were not aware of money leakages, such as the interest rates banks charged them. Entrepreneur-driven and poor management.
- Nature of industry affects the company and work structure. Order sizes range from 10,000 to 5 million dollars. Always had problems with cash flow but they made do. Periods they ran out of money so they cut staff and costs. In 2000, they sold old stocks to earn some money. Customers owed overdue debts and they gave them discounts. Only when the French came that they became more efficient. Explained that they can employ less staff but better quality staff, saving time and money. Also saved interaction time, 3 mediocre vs 1 highly skilled worker. Ideal quality workers are still hard to find. Initially he was a slave driver, which caused mass resignation because of long working hours. Workers felt overworked and underpaid.
- Operated a brick factory but it was non-competitive. Burn with wood and a lot

of heat only produce a few bricks, which were used to make tunnels. Used sawdust that Malaysian wood factories threw away as their energy source. Started the business called May Bricks. Had to shift to decoration bricks or tiles for the look of bricks because cement or prefab replaced the purpose of bricks.

- Built 2 factories and made a lot of money before the price of bricks plunged in end 90s. Asian Financial Crisis was one of the factors. Was on quarry land. Still in operations today. Diminished share to insignificant levels. Separate investment from Besco Building Supplies. Manufacturing and the development were outside Besco as well. Besco was only doing building material business. Sell to Australia when they were building bricks and it was only a short period before there was a shortage of bricks. Did not buy from them anymore. Decision to buy brick factory resulted from shortage of bricks in Singapore and Malaysia in 1986. How interviewee and partners were able to buy over Dr Tang's share.
- Getting into business of real estate development by convincing American bank to provide 100% of financial capital required. Real estate development companies such as Nest Development, Nest Land, Terrazorium, Nest Realty. Built houses in Mayor Place 32 apartments, Roaslie Road with 14 apartments and bungalows in other roads etc. Mostly prefer to build 3 stories because of larger square foot area. Restoration of Tan Lark Sye bungalow. Retained everything such as the decoration, roof tiles in the house but divided the apartment into 2. Built the apartment in a similar fashion as the old house. Built 3 bungalows in Harley Road. The property bubble burst in 1998. During the financial crisis, the French partner decided to pull out of the partnership with Besco. They wanted to take over half of their roof tile company. In the end, he only owned 10%. A lot contractos and sub-contractors became bankrupt, lost jobs and committed suicide in the real estate industry, construction industry, and others.

FOO Hee Kiang

Accession Number: 004082

28 September 2016

Economic Development of Singapore Reel 5

- After graduating in Civil Engineering in 1987, the construction industry was facing a downturn. He managed to find a job at HS Intertrade, a small trading company. He started on a product called 'Raised Access Floors', which were used in data centres, computer rooms and telecommunication exchange for easy accessibility of underground cables. He was the only staff in the company.
- Joined a bigger company under the same boss. More or less same as the small company he used to work in, only now they opened to more products. He executed projects. Left the company because his boss was no longer in the company. Joined another company Multico System Engineers and participated in building exhibitions as a product manager and marketing manager. He did not have to worry about the financial aspect in this company.

WONG Lai Ha

Accession Number: 003687

18 January 2012

New Citizens Reel 1

- She worked in a textile factory as a packer for \$6 a day. She was underage to work. She used her neighbour's IC 16 years old to apply as a packer there. She worked there for 2 years.

WOO Yen Yen (Dr)

Accession Number: E000045

23 July 2007

Special Project Reel 1

- Mum worked in a garment factory doing purchasing, but she wasn't sure.

LIM Daisy Quee Hong

Accession Number: 002580

21 November 2001

Sports Personalities of Singapore Reel 2

- Mopped, washed the floor and handled cloth at a Japanese textile company.

VASU Krishnan

Accession Number: 003533

25 March 2011

Communities of Singapore (Part 2) Reel 5

- People from Malaysia were forced to work in Sembawang shipyard. They provided some coffee and rice cakes. Every worker was given a coupon. He gave surplus food to villagers because they were suffering by offering the Japanese what they love: papayas and bananas.
- There were about 3,000 to 4,000 people working in the shipyard before the Malaysians came. Most workers were Indians and Malays, as the Japanese hated Chinese. Used to have around 60% of Chinese before the Japanese came.
- Shipyard also recruited females from Malaysia. Comfort women in the shipyard compound.

FOO Charles

Accession Number: 003327

12 June 2008

Transportation in Singapore Reel 2

- Beginning of 1959 was the exciting political history of Singapore. Shipyard didn't have an international voice and not supposed to belong to any union as compared to port.
- Existence of secret societies and gangsters in the shipyard. People in the shipyard avoided belonging to any gangs and trained to be engineers. Tanjong Pagar Container terminal used to be Keppel Shipyards is Gate 1. Come to World Trade Centre then Carribean is Gate 10.
- Allowance \$14.96 but was not enough for him and his family. 1-day release course at the Singapore Polytechnic Shipyard ends at 3pm.
- As an apprentice, he rented his own room to do drawings.
- 3 break periods at work everyday. No common room or canteen to eat. Buy food or tea from canteen in milk cans or beer bottles and have food at the work bench. Lunch they go out to eat at the hawker stalls in the back lanes in

Telok Blangah.

FOONG Fook Kay (Major) (Retired)

Accession Number: 003506

20 April 2010

The Public Service Reel 2

- The whole shipyard belonged to the Japanese at Beach Road. So many tongkangs or wooden ships to be built. Each section of the yard had a group of workers. Each group had one store each to store tools. Cutting, chopping wood to build the tongkangs. His duty to wash the tubs for boiling water and porridge. All the workers were Chinese, around 20 to 30 years old. No Japanese were present. Subcontracted lands to build tongkangs so only the land was under the Japanese but the companies were subcontractors. At each time, about 7 tongkangs were being built. Worked for 5 to 6 months.
- Another job at United Engineers at River Valley Road. Made furniture and designs using machines. Taught him how to operate needle cutter machines. Gave wood for him to practice. He worked there for a year. They paid him here much better in money rather than food at the previous company.

TAN Guan Huat

Accession Number: 003240

10 October 2007

Literary Scene in Singapore Reel 1

- Worked in a shipyard from 1942 to 1943 during the Japanese Occupation. Scraped rust and polished metal on the ships. 5.50 Yen per day.

KHOR Ean Ghee

Accession Number: 003343

5 November 2008

Special Project Reel 10

- Did construction work at a construction company. Company was not well controlled and it closed. He joined a China project at the construction company. Learnt a lot such as the tender for the interior furniture. Went to Thailand to see but saw even though people were hardworking, they did not think through their actions.

FONG Chan Yoon

Accession Number: 002332

25 October 2001

The Public Service Reel 9

- Ahong Construction Company had engineers from China. Worked on a project at the company. He was supervising the construction of an office building in Kuala Lumpur for 10 months.

ZULKIFLI Mohammed

Accession Number: 002820

12 February 2004

Political History of Singapore Reel 6

- Started out at the Supplies and Trading Department, a 2-man unit in 1960s. Buying and selling of oil products, not only to Singapore but also the region,

right down to Australasia. Had to pay attention to happenings in the Middle East, as oil crisis happened the crude oil prices became unstable. Calculations on price changes they had to do and timely notify their customers. Shell had a big contract to supply all kind of oil products to the Americans during the Vietnam War. Until 1973, Shell had the policy of rotating staff in different departments so he was posted out to the Marketing section. This deals a lot with the Shell petrol stations. Now on local scale, petrol kiosk operators and those who wanted advertise their products at the petrol stations. Doing sales promotions and marketing activities. Devised strategies, plans and ways to promote sales of petrol and other outlets. The supplies were not so badly disrupted as they could still get enough supplies to meet demands of customers during the oil crisis so Singapore was not as affected as other countries.

- At his marketing job, different kind of problems. Locals had too much freedom and conducted unauthorised activities at the Shell petrol stations, such as subcontracting to other companies without permission. Had connection with underworld so Shell had to handle these locals carefully.
- Handled with Westerners, mainly British and Dutch in Shell. Did not keep negative emotions to heart. Shell was a market leader. Get holiday benefits, hospitable company.
- Posted to Economics and Scheduling Department. Planned and Coordinated oil production in the refinery in Bukong. Planned specific crude process at specific plants on the basis of demands of consumers. Put on provisional license plate to drive motorbikes around the island, to refinery plants to talk to people in charge of productions, to laboratory where they conduct the tests on oil samples so that they meet the specifications of customers and bulk movement section where they channeled oil to specific tanks. Had to act fast when problems arose, on call and rotation of duties. For example, mixing oil wrongly would be costly, ships that did not arrive on time. Quite aggressive locals so he had to stomach such behaviour.
- Frequent interaction with locals on friendly terms. Lobbied with them to get things done.
- Before that, he was dealing with shipping and oil operations from 1974 to 1976. Started off with programming in coastal vessels to West Malaysia (Penang, Port Dickson etc) and Sarawak. Communicated with receiving ports on drafts. If not ship delay would be very costly.
- After Bukong, he went back to the Supplies and Trading Department and did programming on bigger vessels.

CHUA Lai Teck

Accession Number: 002447

2 November 2000

Special Project Reel 10

- Worked in the construction company right after his NS. He became a partner of the company in 1988, age of 30 years old. He took over the company as a managing director after that till today. Civil engineering work.

LEE Kian Chye (Some words in Hanyupinyin)

Accession Number: 002920

14 March 2005

Special Project Reel 2

- Worked in Guang Hua Printing Company for around a year. Apprentice there, helped to move Yan Zi in the company. Salary was not over \$50 a day. Just an experience, not a solid job. He then went into construction in mid-1950s as an apprentice as well. At that time, the construction industry was quite lively in the 50s. There was a need to build new houses and the availability of such jobs was hence quite high. Helped to mix hui, carry hui, painting etc. Quite laborious. Learn from Xiao Guang to Zhong Guang from the experienced workers, different level of skills. New to the job. Salary around \$300 to \$400 a month, more than the printing company. At that time, salary was considered quite high. Company didn't buy insurance for workers so they had to find friends to help them if they were injured during work. Worked for around 9 years there.