



HER



# UNsung OES

*From the clockwork precision needed to ferry guests of a royal couple, to the nail-biting tension of protecting bus passengers from an angry assailant, our people deal with many challenges every day. Their lives are tied up inextricably with their customers' – they not only deliver millions of people safely to their destinations, but also return precious lost items – from a crying baby, to a million dollars in cash and even several kilogrammes of gold bars. Supporting them is a vast network of call centre operators, engineers and technicians, unseen, unsung, but all heroes of the highest order. Here are some of their stories.*

# LONDON: A ROYAL WEDDING

BY MALCOLM PAICE,  
GENERAL MANAGER, COMPUTER CAB





IT WAS ONE OF THE MOST IMPORTANT EVENTS OF THE YEAR – AND WE HAD TO MAKE SURE NOTHING WENT WRONG.



As the world took in the pomp and pageantry that surrounded the royal wedding of Prince William and Kate Middleton in April 2011, two men from the ComfortDelGro Group spent 16 hours on their feet, making sure that everything went according to plan and that gatecrashers did not mar the festivities of the day.

Computer Cab's (ComCab) John Williams and Mick McEntaggart were tasked to marshall a private function for the royal newlyweds, hosted by the Prince of Wales and the Duchess of Cornwall, at Buckingham Palace no less.

The pressure was intense to say the least.

I mean we're used to working in a pressure cooker, making sure taxi supply meets demand, regardless of time of day. But this was different. It was one of the most important events of the year – and we had to make sure nothing went wrong.

And nothing did, of course, thanks to the tireless efforts of thousands of people behind the scenes – including John and Mick.







**MARSHALLS HELP PROVIDE ASSISTANCE TO THE MANY DISABLED VISITORS, ENSURING THEY ARE COMFORTABLY SETTLED IN THE TAXIS AND SAFELY CONVEYED TO THEIR HOMES OR HOTELS.**



As taxi marshalls in ComCab, both men are used to ensuring that large-scale events – like that of the Liberty Festival which draws many disabled visitors every year – run smoothly. These unsung heroes coordinate taxi supply and help match passengers with vehicles on some of the busiest nights of the year. In the case of the Liberty Festival, marshalls help provide assistance to the many disabled visitors, ensuring they are comfortably settled in the taxis and safely conveyed to their homes or hotels.

Some marshalls are full-time staff but others, like John, are actually taxi drivers who take the night off driving a cab to help ensure passengers receive great, personal service.

The marshalling duties involve marrying people to their correct taxis, managing the security checks as vehicles arrive and liaising with the despatch controllers back at the operations centre to ensure all the booked taxis arrive on time. Of course, sometimes taxis can break down and a backup taxi has to be brought in and the marshalls will make sure that another cab

is commandeered accordingly. Passengers' requirements sometimes change too, and where people are ride-sharing, the marshalls have to use their knowledge of London to pair people up for shared trips in an intelligent fashion.

In between these moments of activity and excitement can be long waits out in the infamous English weather, standing on guard waiting for the next batch of taxis and passengers.

"Christmas parties often mean people are in the festive spirit, and providing a sense of order is vital. People really appreciate the service, as it reduces the wandering around on a cold London night, figuring out which taxi is theirs," said John.

And while the job isn't easy, it certainly is rewarding.

Said Mick: "The weather in London is never predictable, and sometimes when it's a cold, rainy night, it can make for a challenging task. You stand there for hours on end, freezing wet, but then all it takes is for one of the customers to smile and say thank you, and you're warm again."

# SINGAPORE: ATTACKED!

BY JOHN ACHIN, BUS CAPTAIN  
SBS TRANSIT



“

I TRIED TO PROTECT MY HEAD WITH MY ARMS AND  
YELLED OUT TO THE PASSENGERS TO CALL THE POLICE.

”







## IT WAS JUST THAT ONE BEEP ON THE HORN.



It was just that one beep on the horn. A short, business-like alert, to get the lorry out of the bus bay so I could get on with my schedule. I've been a bus captain for five years, and I often see people hogging the bus bay. It's not right of course, but I don't get too worked up. As long as I get to my stops on time, I am quite prepared to wait a little. But that lorry had been in the bay for a few minutes without moving.

That's when I sounded my horn. Once.

The lorry did not move. Instead, its doors opened and the driver stormed out. From the moment I saw him, wild-eyed and shouting, I knew something was not right.

I braced myself as he came to my window and started shouting at me to open the door and come out and fight. I refused and told him to calm down and get out of the bay. He kept kicking and hitting the glass window furiously. It cracked but thankfully did not break.

That's when he rushed to a coffee shop nearby and returned with a crate of empty bottles – and another man.

When he flung the first bottle at me, I hit the call button and shouted to the operations control centre: "Call the police! There is trouble!"

My first thought was the safety of my passengers. I got out of my seat, went to the back of the bus and told the passengers to

stay calm. Some of them asked me to open the door and let them out but I knew that doing so would endanger them even more. One of the passengers was a young lady who started to cry.

Meanwhile, the two men were getting more and more violent. They had started flinging bottles at the bus but the glass remained unbroken. Then they threw the crate at the glass door and it cracked. They widened the crack, climbed in and started raining blows on me.

I tried to protect my head with my arms and yelled out to the passengers to call the police. I didn't kick or hit back, but pretty quickly, I felt the attackers being pulled away from me. The police had arrived and so had an official from our Company. They hauled the men off the bus, and the official waited with me while the ambulance came.

I was in shock and dazed until the young woman, who was crying, came up to me. She said pityingly: "You must be in pain. Here, have a panadol." I thanked her and took the tablet.

I went to Tan Tock Seng Hospital and the doctors examined me – I had been hit on the face, chest and legs.

I was on medical leave for three days, and light duty for a week. My route master told me: "If you want more leave, I will approve it", but I was ready to go back to work. The bruises still showed on my face, but I was fine inside.





“  
DRIVING A BUS IS DIFFERENT. OVER THE YEARS, MANY OF  
THE PASSENGERS HAVE BECOME FRIENDS.  
”



Looking back, people have asked me: “Would I have done anything differently? Would I have opened the door and run off? Would I have fought back and hit the man?”

Everything happened very quickly but I don’t think I could have done anything differently. The people on the bus – they are like family to me, and in a crisis, you rely on your instincts. My reflex was to save them and to ensure no harm came to them.

After the incident, my wife did ask me to look for another job – a safer job. I told her: “There is no other job for me.”

It’s my dream job, to be an SBS Transit bus captain. I like the routine of the work, I like the stability it offers me and my family and I like the people. I used to be a lorry driver myself, ferrying shipyard labourers to work. But there was no interaction, no fun in it for me.

Driving a bus is different. Over the years, many of the passengers have become friends.

Some nights, when I drive past the bus stop in Hougang, I still see the lorry driver who beat me up. I see him drinking at the coffee shop across the road. I don’t feel anger towards him, I don’t try and figure him out, he is part of the landscape, and I accept him as that.

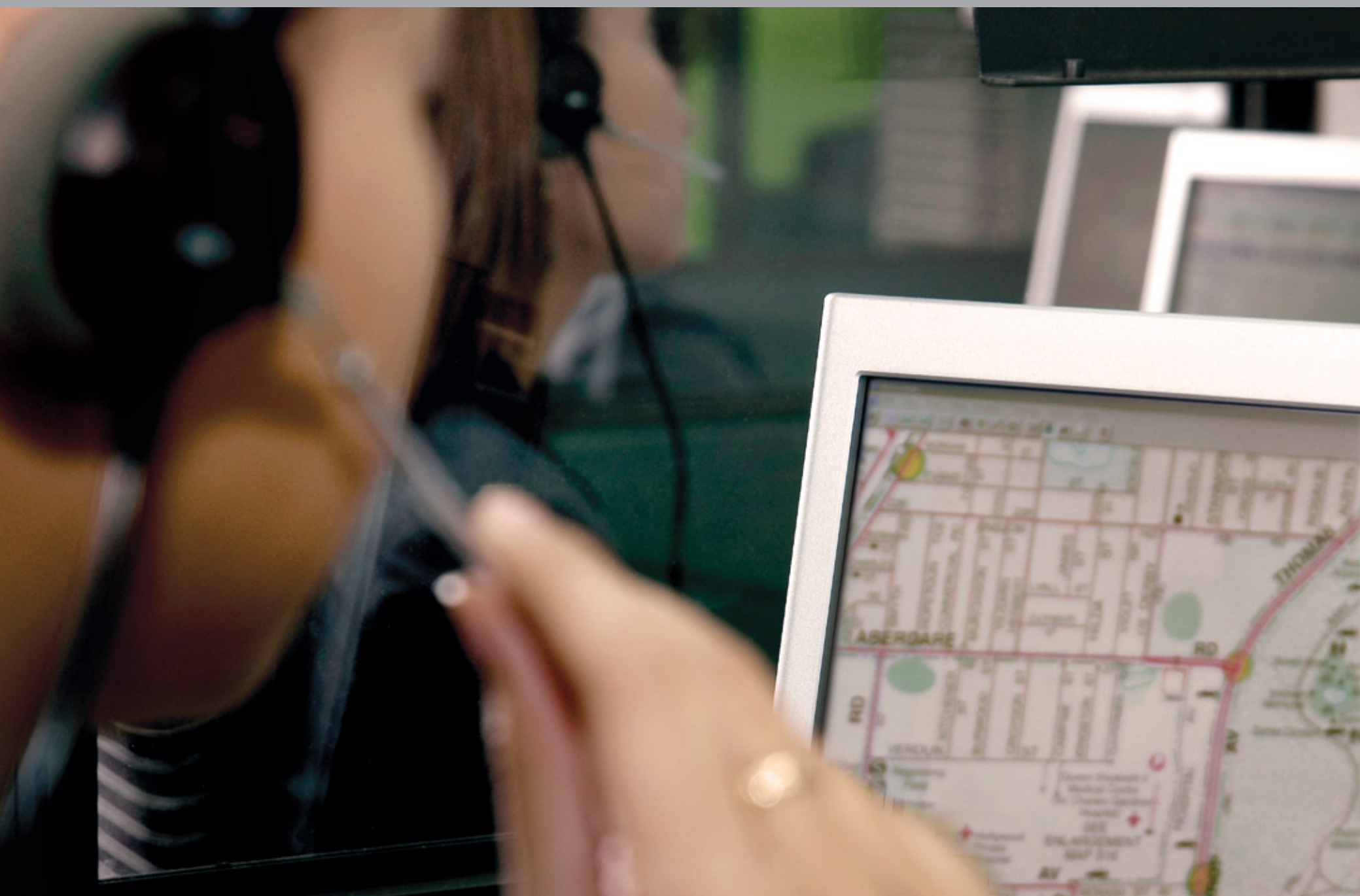
A week after the incident, I was back at work. One old woman, who had read about the attack in the newspapers, grinned and gave me the thumbs up as she boarded the bus.

“So fast back at work already. Strong ah you!” she said with a grin.

I grinned back at her, shut the doors, released my brakes – and moved forward.

# PERTH: THE STRANGEST CALLS IN THE NIGHT

BY LYNN RANDALL,  
OPERATIONS SUPERVISOR, SWAN TAXIS





WHAT MAKES THE DIFFERENCE IS THE WILLINGNESS OF STAFF TO DO MORE THAN IS REQUIRED OF THEM.



Once, there were some children who tried to run away from home. They didn't take the bus nor run away on foot – they hopped into a cab and scooted off. Frantic, their mother rang our call centre desperate to track her kids down. By sheer coincidence, the operator who answered that call was studying to be a counsellor in her spare time.

She spent the next hour keeping their mother calm while trying to track down the cab. At the same time, she was able to speak with the police and a family crisis centre to assist in reuniting mother with her children.

After a harrowing two hours, the kids were safely back at home.

While this incident ranks as being quite out of the ordinary, it underscores the important role we, at the call centre, play.

Indeed, for drivers and customers with an emergency, that phone call could mean the difference between life and death.

In my 17 years on the phone, my colleagues and I have been faced with questions or situations that most people would never experience. You can train people to deal with emergencies – which can range from aggression and assaults on drivers to customers experiencing health scares – but you can never predict them.

What makes the difference is the willingness of the staff to do more than is required of them. Dealing with these situations requires supervisors to remain calm, alert and responsive, sometimes in stressful and upsetting situations. We also need to manage others to obtain the quickest response for those involved.



“  
WE NEED TO COMMUNICATE EFFECTIVELY WITH  
DIFFERENT PEOPLE, AND BE WILLING TO LISTEN AND  
RESPOND IN THE RIGHT WAY.  
”



The Swan Taxis Call Centre operates in a broad multicultural community and provides a service to all, including the young and the elderly. We need to communicate effectively with different people, and be willing to listen and respond in the right way.

To work here, you need to be calm and collected and not get easily frustrated or angered. Even when being verbally abused, you have to resist the temptation to respond in a similar fashion.

I speak from experience because I am a night shift supervisor. I work through the night to six in the morning. In the wee hours, you often don't get to see the best of people. Difficult situations come my way regularly.

But I keep smiling – because I know I can, and have, made a difference, especially in crises and in difficult situations when the

need is great. So I rarely take a day off, I get to work on time, and am always willing to help.

The big difference in operations today is technology. Ten years ago, nobody would have thought that you could order a taxi using your own phone and track it using Global Positioning System (GPS) all the way to your door. The Internet and smartphones have changed the industry dramatically. They have allowed us to serve more people with fewer resources while still providing better service than ever before.

As technology keeps evolving, I'm sure more and more improvements will be made – but at the end of the day, that human touch is what matters – and my team and I will be here to give it.



# SINGAPORE: WATERLOGGED!

BY ZEE CHEE HOONG,  
VICE PRESIDENT, SAFETY



“  
**THE MORNING STARTED WITH THE  
 USUAL FRENZY OF CALLS.**  
 ”

**T**he morning of 16 June 2010 started with the usual frenzy of calls. With the first rays of sun, came the rising buzz of telephones in the two Bus Operations Control Centres (OCCs) in Singapore.

Nothing unusual. After all, we, as bus controllers, are used to operating at breakneck pace. When any one of our 3,000-odd buses is on the road, there will always be some crises to deal with. It could be relatively run-of-the-mill incidents like running into a pothole or minor disputes between customers, or it could be more serious involving molestation or road accidents.





WHAT STARTED OUT AS A WARM,  
CLEAR MORNING QUICKLY CHANGED.



Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.



But that June morning proved to be very different indeed. What started out as a warm, clear morning quickly changed. Showers came down fast and furious and before we knew it, flash floods were being reported in many parts of Singapore. Our phones rang off the hook – buses were having trouble passing through roads, and in some cases, they were stuck in waist-deep water. The monsoon drains along Orchard Road and Newton Circle swelled and overflowed. By about mid-morning, the shopping belt, one of the busiest bus routes on the island, was flooded with brown muddy water.

Both OCCs launched into full-scale operation. Front-line staff were activated and deployed immediately to critical locations.

Every passing bus was informed of the situation and instructed to help where possible. In turn, the buses also updated everyone on the situation on the ground. As the water level rose, more diversions were activated.

But this was more difficult than we had anticipated. Roads leading into and around the tourist belt were either badly congested or flooded. Stalled cars blocked the roads, even as drivers of these cars were evacuated by the Singapore Civil Defence Force while the Company's Central Recovery Services were deployed to recover our buses.

The morning was a blur of activity – just along Orchard Road, more than 20 services, involving some 300 buses had to be rescued or redirected.

Within hours, the water receded. But the experience and memories of that June day have stayed with us and made us more resilient – each crisis, whether large or small, comes with many lessons for future battles.

And as my Chief Executive Officer, Gan Juay Kiat, so succinctly puts it: "Dealing with the unexpected is something we at SBS Transit are used to. It keeps us on our toes and ensures that we are always prepared. The floods of 2010 enabled us to put into action our plans for contingency management and taught us lessons that can only be learnt in a real life situation. It was stressful but rewarding nonetheless."

I couldn't agree more.



# OUR OPERATIONS CONTROL/ DESPATCH CENTRES

TOTAL NUMBER OF OPERATIONS  
CONTROL CENTRES (OCCs) AND  
DESPATCH CENTRES (DCs):

**51**

TOTAL NUMBER  
OF OCC/DC STAFF:

**328**

TOTAL DAILY  
OPERATING HOURS:

**10~24**

NUMBER OF BUSES  
MONITORED/DESPATCHED:

**6,726**

NUMBER OF ROUTES  
MONITORED:

**569**

NUMBER OF TRAINS  
MONITORED:

**66**

NUMBER OF LINES  
MONITORED:

**4**

NUMBER OF TRAIN TRIPS  
MONITORED:

**1,859**

## SINGAPORE

SBS TRANSIT BUS OPERATIONS CONTROL CENTRES

TOTAL NUMBER  
OF OCCs:

**2**

TOTAL NUMBER  
OF OCC STAFF:

**56**

DAILY OPERATING  
HOURS:

**24**

NUMBER OF BUSES  
MONITORED:

**3,000**

NUMBER OF ROUTES  
MONITORED:

**246**

## SINGAPORE

SBS TRANSIT RAIL CONTROL CENTRES

TOTAL NUMBER  
OF OCCs:

**2**

TOTAL NUMBER  
OF OCC STAFF:

**70**

DAILY OPERATING  
HOURS:

**24**

NUMBER OF TRAINS  
MONITORED:

**66**

NUMBER OF LINES  
MONITORED:

**4**

NUMBER OF TRIPS  
PER DAY:

**1,859**

## CHINA

### SHENYANG COMFORTDELGRO ANYUN BUS

TOTAL NUMBER OF STATIONS:	TOTAL NUMBER OF ROUTE MANAGERS:	DAILY OPERATING HOURS:
<b>18</b>	<b>16</b>	<b>19</b>

NUMBER OF BUSES MONITORED:	NUMBER OF ROUTES MONITORED:
<b>561</b>	<b>18</b>

## UNITED KINGDOM

### METROLINE OPERATIONS CONTROL CENTRES

TOTAL NUMBER OF OCCs:	TOTAL NUMBER OF OCC STAFF:
<b>9</b>	<b>135</b>

#### DAILY OPERATING HOURS:

Holloway Garage	Cricklewood Garage	All others
<b>24</b>	<b>22</b>	<b>18</b>

NUMBER OF BUSES MONITORED:	NUMBER OF ROUTES MONITORED:
<b>951</b>	<b>65</b>

## AUSTRALIA

### COMFORTDELGRO CABCHARGE OPERATIONS CONTROL/DESPATCH CENTRES

TOTAL NUMBER OF OCCs/DCs:	TOTAL NUMBER OF OCC/DC STAFF:
<b>20</b>	<b>51</b>

#### DAILY OPERATING HOURS:

Altona	Ballarat	Bonnyrigg	Dural
<b>21</b>	<b>15.5</b>	<b>24</b>	<b>24</b>
Edgeworth	Foundry	Geelong	Girraween
<b>15.5</b>	<b>24</b>	<b>17.5</b>	<b>11</b>
Morrisset	Northmead	Oakleigh	Seven Hills
<b>10</b>	<b>24</b>	<b>21</b>	<b>16</b>
Singleton	St Marys	Sunshine	Thornton
<b>10</b>	<b>21</b>	<b>18</b>	<b>20</b>
Toronto	Werribee	Windsor	
<b>11</b>	<b>18</b>	<b>10</b>	

NUMBER OF BUSES MONITORED/DESPATCHED:	NUMBER OF ROUTES MONITORED:
<b>2,214</b>	<b>240</b>

# SINGAPORE: THE GOOD, THE BAD AND THE UGLY

BY TAMMY TAN,  
GROUP CORPORATE COMMUNICATIONS OFFICER,  
COMFORTDELGRO





## HAPPIER CUSTOMERS – AND THIS INADVERTENTLY TRANSLATES INTO A HAPPIER WORKFORCE.



**H**e dropped his phone on the road – just as our bus was approaching – and demanded that we compensate him for his loss.

Another commuter called up irate – because his bus was two minutes late.

And yet another insisted that we pay for a new pair of shoes because our taxi had driven past him in the rain – and splashed water onto him.

These are just some of the demands our customer relations teams around the world have to contend with. While much of the feedback we get is valid and constructive, there will always be some that border on the ridiculous or downright unreasonable.

How do our people handle such complainants?

With a lot of patience, a very thick skin and a good listening ear.

Certainly, working in a customer relations centre is not recommended for the faint-hearted. After all, getting shouted at is quite a common occurrence.

But it isn't all unpleasantries. There will always be that phone call of praise and gratitude and one of these is enough to bring a smile to our faces. Some customers even write in to offer themselves as witnesses to incidents that involve our drivers – especially when they know that unjust accusations have been levelled against our people.

And, of course, there will always be constructive feedback that we receive from our customers. These are taken seriously and where feasible, put into action.

The end result? Happier customers – and this inadvertently translates into a happier workforce.



# SINGAPORE: MY S\$1.1 MILLION FIND

BY SIA KA TIAN,  
TAXI DRIVER, COMFORTDELGRO TAXIS



“ I REMEMBER IT LIKE IT HAPPENED YESTERDAY. IT WAS A NONDESCRIPT PAPER BAG AND I REALLY DIDN'T EXPECT ANYTHING UNUSUAL IN IT. ”



“  
FOR ME, IT'S A SIMPLE, PROFESSIONAL INSTINCT —  
DRIVE SAFELY, SERVE FAITHFULLY AND BEHAVE HONESTLY.  
”

**A**nother day, another lost bag. Or so, I thought. People leave all sorts of things behind in my taxi. I should know, I've been driving for over 31 years now and frankly, there isn't much I haven't seen – that is until I found a bag in my back seat on 19 November 2012.

I remember it like it happened yesterday. It was a nondescript paper bag and I really didn't expect anything unusual in it. Imagine my shock when I opened it to find stacks and stacks of S\$1,000 notes.

I stood up so fast I nearly hit my head against the door. I thought to myself: "There's trouble here."

I remembered that the passengers were a Thai couple whom I had picked up from The Sail Condominium at Marina Bay, at around 11.30am.

My first thought was to send it straight to the lost-and-found department. I rushed there, all the while my heart was racing.

I remember standing there as the officers counted the money. It seemed never-ending. The final tally? S\$1.1 million! That's more cash than I have ever seen in my life.

When I first became a cabby, I set one simple rule for myself – if it doesn't belong to me, I return it. I don't hanker after it, I don't want to use it. Whether it's a laptop, or a new handphone or a wallet or jewellery. Big or small, it doesn't matter. I return it.

So this time, I reacted in the same way. The money is unimportant to me. It doesn't belong to me, so how can I use it?

Even as the staff were counting the money, the Thai couple had reported their loss to ComfortDelGro and was coming into the office. I waited for them.

Needless to say, they were overjoyed. I mean, I would be too.

They gave me some money as a reward, and so has the Company. Many newspapers have interviewed me, and called me a hero.

I am no hero, just an ordinary man. I have held many jobs in my life – a chauffeur, a delivery man, did some construction work. Most days are a long hard slog and even now, at 70, I don't have many hobbies – it's just work and a bit of TV to relax.

But the hard work has been worth it. I brought up my son and daughter, and now I am a grandfather of two. I don't preach to them, I don't tell them how to behave but I'd like to think they are proud of their old man.

So when people ask me: "Why not take the money? You've had a long hard life, with the money, you'd be able to enjoy all the things you never could." I say thinking back on it, if I took it, I'd regret it for the rest of my life.

These last few months have been great fun – and when passengers recognise my name, they praise me and give me a tip.

But really, it is not as if I rescued someone from a burning building, or risked my life in any way. For me, it's a simple, professional instinct – drive safely, serve faithfully and behave honestly.



*passion!*

## EXTRAORDINARY PERFORMANCES

AT COMFORTDELGRO, OUR GREATEST ASSET IS NOT OUR GLOBAL FLEET OF ABOUT 45,800 VEHICLES, NOR IS IT THE MULTI-MILLION DOLLAR INVESTMENTS IN TECHNOLOGY AND EQUIPMENT.

IT IS OUR PEOPLE, OVER 20,200 OF THEM. WITHOUT THEM, WE WOULD NOT BE WHERE WE ARE TODAY.

IN HONOUR OF THE AMAZING STAFF WE HAVE, WE INTRODUCED THE PASSION! AWARD IN 2008. AS THE NAME SUGGESTS, IT REWARDS THOSE AMONGST US WHO BEST DISPLAY THAT FIRE IN THEIR BELLY, THEIR DRIVE TO EXCEL AND THAT NEVER-SAY-DIE ATTITUDE.



## HERE ARE OUR WINNERS TO-DATE.

### 2008



**LI LING YUE**  
**SENIOR BUS CAPTAIN**

SHENYANG COMFORTDELGRO ANYUN  
BUS, CHINA

In Shenyang, winter can get cold. At minus 40 degrees Celsius, bus seats which served as welcome relief in warmer days fast become sources of discomfort. Senior Bus Captain Li Ling Yue had a solution. She went out and bought cushions for all 31 seats in her bus – spending a-tenth of her monthly salary in the process.

But, Ling Yue isn't just about the "soft touch". In March 2007, when Shenyang was hit by its worst blizzard in 57 years and everything grounded to a halt, she led a team of female colleagues to help their male counterparts shovel snow. Together, they worked tirelessly for 30 hours and by the time she was done, a pathway had been cleared and buses were well on their way. It was about minus 10 degrees Celsius, but she was more concerned about clearing up the roads. "Otherwise, the whole city will not be able to function again," she said.

### 2009



**LIM SEOW LENG**  
**SENIOR AUTOMOTIVE FOREMAN**

COMFORTDELGRO ENGINEERING,  
SINGAPORE

Throughout his career with ComfortDelGro Engineering, Senior Automotive Foreman Lim Seow Leng has always been known for his never-say-die attitude. It was this dogged perseverance that saved the Group millions of dollars.

It all started with a valve. In particular, a solenoid valve which regulates the amount of refrigerant flowing into an air-conditioner compressor. To change a faulty valve, which was worth S\$900, Seow Leng's team had to spend S\$4,500 – even though the rest of the product was working perfectly fine.

After much hard work, the team finally found a supplier in Japan who agreed to sell them the valves individually instead of packing them with the entire compressor. Their efforts resulted in a cost saving of S\$3,555 per vehicle over five years, translating into S\$2.6 million for a fleet of 746 vehicles.

This is but one example of Seow Leng's sense of initiative and persistence. It is estimated that Seow Leng's actions have, over 12 years, saved the Company millions of dollars.

### 2010



**RAYMOND CHARLES HALL**  
**NETWORK MANAGER**

COMFORTDELGRO CABCHARGE,  
SYDNEY, AUSTRALIA

When Hillsbus had to change its routes and timetables in May 2009, many commuters – in particular school children – were affected. In fact, more than 32,000 young children had to deal with changes to their bus routes and timings.

Safety and reliability are especially important for young students. Recognising this, Network Manager Raymond Charles Hall decided to devise a method to check that the travelling needs of all affected students were catered for adequately.

For weeks, Raymond worked tirelessly till 2am to 3am each day, poring over data to come up with a complex 10-page spreadsheet.

With it, he was able to make sure that all 32,401 students, who had been issued a pass, could get safely to and from school. Not a single student lost his/her way during the month-long network change.



2011



HENG FOOK JUAN  
**LOGISTICS PERSONNEL**  
 SBS TRANSIT, SINGAPORE

At his age, most people are already thinking of retirement. Not Heng Fook Juan, who not only wanted to continue working, but also wanted to try something new. A mechanic all his life, Fook Juan decided to apply for a post in the Logistics department when a vacancy became available. It did not matter that he had no experience in this field.

He did not disappoint.

Working doubly hard, he picked up unfamiliar IT skills with aplomb, never allowing pride or age to get in the way of his quest for knowledge. Within three months, Fook Juan had mastered the ropes – and was even able to value add by applying his mechanical skills to his new role.

For example, at his own initiative, he helped with the assembly of the Transmatic Lamp Assembly spare parts during the non-peak periods, thereby shortening the turnaround time for maintenance and reducing the probability of the parts being misplaced.

He truly exemplifies the spirit of lifelong learning.

## 2012



**ROBERTO AFONSO**  
**COACH MAKER**

METROLINE, UNITED KINGDOM

“All the buses that come under my care are mine, and therefore, when they leave my workshop, they must be the very best as they are the icons of my city and country.”

That is the dictum Roberto Afonso subscribes to – so much so that he spends almost all his waking moments at the workshop. So strong is his conviction for perfection that his colleagues have all been infected with the same enthusiasm, and are likewise motivated to put in their best.

Thus, over the years, the accomplished coach maker has developed a solid reputation as a master of his trade. He is one who is not afraid of getting his hands dirty, conducting repair work in-house to the best of his ability to reduce costs, shorten turnaround time and to ensure the finished product meets his stringent standards.

It is this genuine, personal pride that he takes in his work which has produced such excellent results for Metroline in the years of his service with the Company.



**CAI BAICHUAN**  
**ASSISTANT OPERATIONS**  
**MANAGER**

GUANGZHOU XIN TIAN WEI  
TRANSPORTATION DEVELOPMENT, CHINA

For the past 14 years, Cai Baichuan, Assistant Operations Manager at Guangzhou Xin Tian Wei, has volunteered to forego his leave during the Lunar New Year to make sure that operations at the bus station run like clockwork.

It is during this time when families gather together to feast and celebrate “Golden Week” – when China practically goes into shut-down mode and hordes of people travel cross-country to return to their hometowns.

The father of one does not think of it as a sacrifice, only something he ought to do in the course of duty. And indeed, there is always much to be done during this festive peak.

Once, a passenger overslept at the station and missed his bus ride home. Baichuan managed to retrieve his luggage which had been loaded on the bus, and book the passenger a seat on another bus the next day.

On another occasion, Baichuan noticed an elderly passenger on a bus. He was unkempt and looked and smelt like he had not showered for days. Baichuan quietly helped the old man aside, brought him to the restroom to have a warm shower and then gave him a set of brand new clean clothes. He also made arrangements for the old man to get on the next bus home.



**LIEW YIT TEE**  
**AUTOMOTIVE MAINTENANCE**  
**SUPERVISOR**

COMFORTDELGRO ENGINEERING,  
SINGAPORE

ComfortDelGro Engineering’s Liew Yit Tee is living, breathing proof that you are never limited by what you did yesterday.

Yit Tee started off his career in the Company a decade ago as an automotive technician. At that time, he had hardly any paper qualifications and could barely speak English.

But that did not deter him from taking on challenge after challenge.

In 2004, Yit Tee was asked if he wanted to take on a front-line position requiring him to deal with customers on a daily basis. Yit Tee enrolled himself in English night classes, and today, he speaks English effortlessly. Yit Tee has also initiated several measures that have resulted in savings for the Company. For example, in 2009, he suggested that the Hyundai Sonata taxi engine be partially overhauled and parts replaced as a preventive measure against engine failure. This reduced the number of engine failures by 25%, and resulted in total savings of over S\$560,000 annually.