

# **WAVEMAKERS**

**SET** FOR GLOBAL IMPACT



We proudly present to you, **ITEES WAVEMAKERS (FY 2019-2023)**, our first **5-YEAR STRATEGIC PLAN** to embark on an odyssey of growth and expansion anchored around generating waves of positive global impact in **SKILLS EDUCATION AND TRAINING (SET)** for the international community.

Resolute in our vision in becoming a global SET partner of choice, we recognise that innovation and organisational agility will be essential in steering our voyage towards success in the Volatile, Uncertain, Complex and Ambiguous (VUCA) business environment of the 21<sup>st</sup> century.

**ITEES WAVEMAKERS sets our course in:**

- Navigating through the sea of uncertainty and change, directing us towards deliberate and proactive growth through innovation and versatility in the fluid SET landscape of the global market.
- Channelling our efforts towards developing an oasis of relevant and highly sought-after products and services, through the offering of Singapore's unique and proven brand of high-quality SET for our global partners.
- Creating a haven for our staff to grow and develop their skills, passions and competencies alongside the organisation.

**SET FOR GLOBAL IMPACT**, ITEES WAVEMAKERS will provide the road map to chart our journey of progressive excellence through 3 strategic goals:

- Agile Business
- Customer-centric Products and Services
- Attractive Organisation

# SET FOR GLOBAL IMPACT

## MISSION

To Impact Skills Education and Training Internationally Leveraging on the Singapore System.

## VISION

A Global Partner of Choice in Transforming Lives through Skills Education and Training.

## VALUES

### I ntegrity

We are honest and sincere in our words and actions.

### T eamwork

We collaborate and work as a team to achieve more.

### E xcellence

We give our best to achieve success for clients, partners and stakeholders.

### E nterprise

We are bold and innovative in creating business opportunities.

### S ervices

We serve our customers from our heart.



# GOAL 1 AGILE BUSINESS

Disruptive trends and uncertainties have become the norm in today's VUCA business environment. While some organisations may have run aground in the face of such unpredictabilities, we will embrace the possible challenges ahead and have set for ourselves an Agile Business as our first strategic goal. Business agility to respond to changes and different SET needs in the global marketplace will therefore be critical to staying competitive and relevant.

To this end, we have formulated 8 programmes to drive our commitment towards the strategies of penetrating new markets, strengthening existing partnerships, building a sustainable pool of resources and enhancing our project management capabilities in the global arena.

## STRATEGY 1 Penetrate New Markets

### PROGRAMMES

- 1 Proactive Networking**  
Engage with stakeholders through international/local events and overseas mission trips.
- 2 Annual Market Penetration Plan**  
Develop marketing activities targeting new countries, cities, agencies and enterprises to support business expansion.

## STRATEGY 2 Strengthen Existing Partnerships

### PROGRAMMES

- 3 Joint Conferences with Existing Partners**  
Jointly organise overseas SET conferences with existing partners to strengthen working relationships leading to more business collaborations.
- 4 Client Servicing with Existing Partners**  
Invite existing partners to attend ITE's key events (e.g. ITE Musicals) in appreciation of their support and partnership.

## STRATEGY 3 Build Sustainable Pool of Resources

### PROGRAMMES

- 5 Global Consultancy Experience for ITE Staff**  
Develop a plan for overseas exposure for ITE staff in providing SET consultancy. Create a "Community of Practice" platform for sharing of experiences by ITE staff involved in ITEES' overseas projects.
- 6 Registry of Technical Experts**  
Create a registry of SET professional experts capturing their updated experiences, credentials and domains of knowledge.
- 7 Associate Consultant/Trainer Scheme**  
Appoint ITE/Poly retired staff and industry professionals as ITEES Associate Consultants/Trainers.

## STRATEGY 4 Enhance Project Management

### PROGRAMMES

- 8 Standardisation of Project Management Process**  
Adopt a streamline standardised approach in project management with clients for greater efficiency and cost effectiveness.

**OUTCOME 1**  
Sustainable Growth

## **GOAL 2**

# **CUSTOMER-CENTRIC PRODUCTS & SERVICES**

The next 5 years will see ITEES giving greater focus in developing new products and services that are customer-centric with the aim to create positive and seamless customer experiences and foster good long-term relationships with our partners.

By offering Singapore's unique and proven brand of high-quality SET, we strive to be the global partner of choice in our customers' journey towards SET excellence.

Besides introducing new products, existing programmes and services will be enhanced to better serve customer needs while leveraging on modern ICT tools in the delivery of services will further drive partners' satisfaction and solicit repeat customers.

### **STRATEGY 5**

#### **Introduce New Products**

##### **PROGRAMMES**

- 9 ITEES Skills Certification**  
Develop, offer and license ITEES Skills Certification to partners as a viable and flexible alternative for overseas certification.
- 10 Experience ITE Programme**  
Organise experiential programmes for overseas students to learn about ITE as part of their student development.
- 11 Last Mile Training for Adult Learners**  
Offer Last Mile Training programme to overseas organisations for adult learners.
- 12 Industry 4.0 Training**  
Train leaders and trainers on how to incorporate Industry 4.0 concepts and technologies into the delivery of SET.
- 13 Sharing of Singapore's Skills Framework**  
Share with overseas partners on Singapore's experience in developing and implementing nation-wide skills framework so as to help develop partner country's skills framework.
- 14 Consortium Approach**  
Synergise with local organisations (e.g. industrial park developers and master planners) to provide holistic solutions to meet the needs of potential clients.

### **STRATEGY 6**

#### **Enhance Existing Products & Services**

##### **PROGRAMMES**

- 15 Build-Operate-Transfer**  
Develop and implement framework for Build, Operate and Transfer projects.
- 16 Joint Programme with Other Training Institutions**  
Collaborate with other training institutions to offer combined programmes for potential clients.

### **STRATEGY 7**

#### **Leverage ICT Tools for Product Service Delivery**

##### **PROGRAMMES**

- 17 Technology-Enabled Delivery Programmes**  
Create an online interactive platform to share Singapore's brand of SET with overseas partners.
- 18 Virtual Visit to ITE through Use of Technology**  
Use VR technology to create immersive virtual tour around ITE Colleges for training programmes conducted overseas.
- 19 Mobile Apps**  
Enhance training experience through innovative mobile apps.

**OUTCOME 2**  
**Positive Customer Experience**  
**Impacting SET Transformation**

# GOAL 3 ATTRACTIVE ORGANISATION

In advancing towards an attractive organisation, we will work closely with our staff to realise their potential and passions, and provide them with developmental opportunities for skills and personal upgrading.

We strive to create an open culture where our staff are able to initiate changes that contribute to the growth of the organisation. By actively engaging them in the decision making processes, we foster a sense of empowerment and encourage our staff to grow with the organisation.

In emphasising the importance of staff well-being, we will actively encourage our staff to lead healthy and active lifestyles. We believe in the importance of work-life balance in cultivating happy and productive employees, and constantly work towards developing a family-oriented organisation culture.



## STRATEGY 8 Care for the Well-Being of Staff

### PROGRAMMES

#### 20 Healthy Lifestyle

Promote healthy lifestyle through organising company-wide work out and exercise activities.

#### 21 Family Bonding

Create company-wide activities that promote family togetherness and bonding.

## STRATEGY 9 Develop Staff Capabilities

### PROGRAMMES

#### 22 Corporate Learning Plan

Organise company-wide job-related training for capability development.

#### 23 Career Development Plan

Develop staff core competencies and capabilities that will lead to career advancements and mobility.

## STRATEGY 10 Engage and Empower Staff

### PROGRAMMES

#### 24 Staff Engagement through Conversation and Feedback

Provide an e-platform for employees to give feedback to the management for organisational improvement and organise tea sessions with CEO for ITEES staff.

#### 25 Formation of Agile Teams

Form agile teams leveraging on agile work practices so as to develop highly flexible, resilient and engaged staff.

## STRATEGY 11 Digitalise Processes

### PROGRAMMES

#### 26 Optimised Procurement Process

Streamline procurement frameworks to enhance operational efficiency.

#### 27 Integrated Information System

Set up a centralised database platform for ease of access and sharing of information to all staff.

## OUTCOME 3 Engaged and Motivated Staff

# ITEES WAVEMAKERS

## 5-YEAR STRATEGIC PLAN FY 2019–2023

### MISSION

To Impact Skills Education and Training Internationally Leveraging on the Singapore System.

### VISION

A Global Partner of Choice in Transforming Lives through Skills Education and Training.

### VALUES

Integrity

Teamwork

Excellence

Enterprise

Services

### GOAL 1: AGILE BUSINESS

**STRATEGY 1**  
Penetrate New Markets

- P1 Proactive Networking
- P2 Annual Market Penetration Plan

**STRATEGY 2**  
Strengthen Existing Partnerships

- P3 Joint Conferences with Existing Partners
- P4 Client Servicing with Existing Partners

**STRATEGY 3**  
Build Sustainable Pool of Resources

- P5 Global Consultancy Experience for ITE Staff
- P6 Registry of Technical Experts
- P7 Associate Consultant/Trainer Scheme

**STRATEGY 4**  
Enhance Project Management

- P8 Standardisation of Project Management Process

**OUTCOME 1**  
Sustainable Growth

### GOAL 2: CUSTOMER-CENTRIC PRODUCTS & SERVICES

**STRATEGY 5**  
Introduce New Products

- P9 ITEES Skills Certification
- P10 Experience ITE Programme
- P11 Last Mile Training for Adult Learners
- P12 Industry 4.0 Training
- P13 Sharing of Singapore's Skills Framework
- P14 Consortium Approach

**STRATEGY 6**  
Enhance Existing Products & Services

- P15 Build-Operate-Transfer
- P16 Joint Programme with Other Training Institutions

**STRATEGY 7**  
Leverage ICT Tools for Product Service Delivery

- P17 Technology-Enabled Delivery Programmes
- P18 Virtual Visit to ITE through Use of Technology
- P19 Mobile Apps

**OUTCOME 2**  
Positive Customer Experience Impacting SET Transformation

### GOAL 3: ATTRACTIVE ORGANISATION

**STRATEGY 8**  
Care for the Well-Being of Staff

- P20 Healthy Lifestyle
- P21 Family Bonding

**STRATEGY 9**  
Develop Staff Capabilities

- P22 Corporate Learning Plan
- P23 Career Development Plan

**STRATEGY 10**  
Engage and Empower Staff

- P24 Staff Engagement through Conversation and Feedback
- P25 Formation of Agile Teams

**STRATEGY 11**  
Digitalise Processes

- P26 Optimised Procurement Process
- P27 Integrated Information System

**OUTCOME 3**  
Engaged and Motivated Staff

# About ITE Education Services

The ITE Education Services (ITEES), a wholly-owned subsidiary of the Institute of Technical Education (ITE), Singapore, was established in 2003 with the objective of sharing Singapore's experience and expertise in Skills Education and Training (SET) with the international community.

Leveraging on more than 50 years of knowledge, capabilities and experience of ITE and its predecessor organisations, ITEES is able to help organisations develop/strengthen their SET capability in a rapidly-changing global economy.

## About ITE

ITE Singapore was established as a post-secondary education institution in 1992 under the Ministry of Education. ITE is a principal provider of career and technical education and key developer of national occupational skills certification and standards to enhance Singapore's workforce competitiveness. Under its "One ITE System, Three Colleges" Governance and Education model, ITE has three Colleges, namely ITE College Central, ITE College East and ITE College West.

Over the years, ITE has received many accolades for its trail-blazing transformation in technical education. ITE is the first education institution to win the Singapore Quality Award with Special Commendation in 2011 in recognition of its organisation excellence. In 2007, ITE won the inaugural global Harvard-IBM Innovations Award in Transforming Government conferred by the Ash Centre for Democratic Governance and Innovation of Harvard University. The award recognised ITE's Transformation Plan that has profound impact on the social progress and economic growth of Singapore.



### ITE Education Services, Singapore

ITE Headquarters,  
2 Ang Mo Kio Drive,  
Blk A, A2-01,  
Singapore 567720

Tel: +65 6590 2619  
Fax: +65 6590 2610  
Email: [itees@ite.edu.sg](mailto:itees@ite.edu.sg)  
Website: [www.itees.com.sg](http://www.itees.com.sg)

