

SQA Special Commendation Model: We have to Nurture Staff like Plants

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The Foundation of Thailand Productivity Institute (FTPI) held a seminar in April 2014 at Thailand Quality Award 2013 – Award Presentation and Winner Conference.

The FTPI invited Mr. Jagadish CV, CEO of Systems on Silicon Manufacturing Company Pte. Ltd. (SSMC) from Singapore to speak on the topic of **“Leading Business Excellence : Strategic Transformation to be the World’s Leader”**. SSMC won the award of 2013 Singapore Quality Award with Special commendation (SQA SC). Mr. Jagadish briefly told the company profile from the beginning, how he led the company during hard time, and the journey of SSMC in achieving SQA and SQA SC. SQA SC award requires a score of over 800 out of 1000.

However, in SSMC's vision, Mr. Jagadish CV has set the company's direction to achieve a score of 999 out of 1000. Mr. Jagadish CV mentioned “These awards received were not only because of him alone, but also the cooperation of all staff. **SSMC will continue to value our staff as precious resources of innovation. Currently, we have over 1600 employees who provide more than 10,000 creative ideas. 6,877 ideas have been materialized. Ideas are from small teams, but they are very practical and effective. All SSMC leaders are motivated to direct and supervise other staff to ensure that we are all in the same direction which is aligned with our company key strategies.”**

Mr. Jagadish CV has further explained that "Framework" of Singapore and Thailand are similar because both countries use the same principle of MBNQA (The Malcolm Baldrige National Quality Award). He shared different phases of SSMC's transformation journey along with the pursuit of SQA SC and being global best in class organization. **SSMC, currently has no debts, and it achieved break even and is making profits. The company's long term objective is to be profitable and self-sustainable.**

SSMC is successful today, because of our culture, vision, mission and core values. Mission of SSMC is "To deliver best-in-class foundry services". Vision and Mission are part of our core values which insist of Integrity, Innovation and Taking Initiative. The crucial elements for the world class companies are environmental responsibility, health and security.



SSMC values people as the precious resources in driving the company. He commented, **"We need to nurture staff like plants which we will grow together with them. "Together We Raise Value" would encourage the staff to be confident in their abilities.** The company provided the leadership training courses to the staff which enabled them to improve their abilities. The company offers both online and offline training courses which create the opportunity for the individuals to fulfill their on job training (OJT). Some examples are Sponsorship of continual education, in-house OJT, 4 levels of competency skills improvement, and English TOEFL/TOEIC language skills improvement."

He added, "Also, **we would like all staff to be engaged and to realize that the company values them.** That is why we have another program which is set up by staff themselves which is called "Interest Group". This program provides platforms to gather those who share the same interest to get together and enjoy what they like, e.g., Yoga, Kick Boxing, Football, Photography. I have joined 3 groups during lunch time. "Mr. Jagadish said, **"It was important for the executives to join the interest group with the staff, because the activities will create trustworthiness which enabled all staff to speak out their opinions."** The most important factor, to drive the company successfully, is that, **staff and organization share a similar attitude.**